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997

1997 Annual Report

TABLES
AFF

SERVICE
028



TOWN of SALEM
NEW HAMPSHIRE

SELF EDGED 25" WIDE
PLAS LAM COUNTERTOP

OFFICE
022

SELF EDGED 25" WIDE
PLAS LAM COUNTERTOP

OFFICE
023

12" WIDE PARTICLE BO SHELVES
W/3/4" PINE EDGEBOARD.
CONTINUOUS. 3 HIGH. PAINT
WALL BRACKETS @ 32" OC MAX

COPY

WORK STATION
022

OFFICE
025

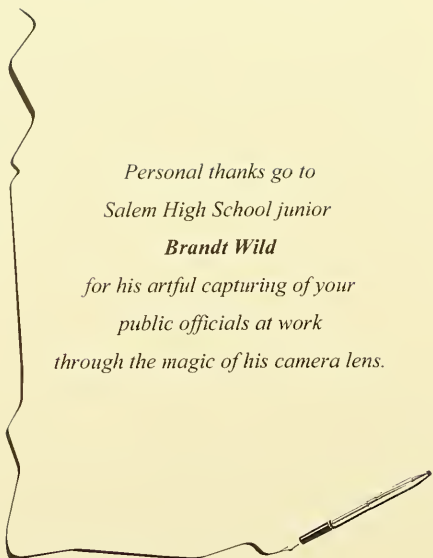
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OPENING IN
EXISTING W.
WALL TO A
DATE NEW
OPENING.

CORRIDOR
012

SERVICE
008

12" WIDE PARTICLE
W/3/4" PINE EDGED
CONTINUOUS. 5 HIGH
WALL BRACKETS @

WORK STATION
007



*Personal thanks go to
Salem High School junior
Brandt Wild
for his artful capturing of your
public officials at work
through the magic of his camera lens.*

*Cover Illustration:
Portion of architectural plans
of the Community Development
Department renovations. It is
the first major renovation of the
upper level of the Municipal
Office Building since it was
built in 1965.*

TOWN of SALEM

NEW HAMPSHIRE



Town Report
1997

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TOWN OFFICERS

1997

ELECTED OFFICIALS TERM EXPIRES

Selectmen - Three Year terms

Everett P. McBride, Jr., <i>Chairman</i>	1999
Robert L. Ellis, <i>Vice-Chairman</i>	2000
Charles W. Morse, <i>Secretary</i>	2000
Robert J. Campbell	1999
Sandra P. Roulston	1998

Town Clerk - Three Year Term

Barbara Lessard	1999
-----------------	------

Tax Collector - Three Year Term

Cheryl-Ann Bolouk	1999
-------------------	------

Treasurer - Three Year Term

John Sytek	2000
------------	------

Moderator - Two Year Term

Laurence Belair	1998
-----------------	------

Library Trustees - Three Year Terms

Rosemarie Hartnett, <i>Chairman</i>	2000
Richard O'Shaughnessy	1998
Richard Cooney	1999

Library (Appointed by Trustees)

Eleanor Strang, <i>Director</i>	
---------------------------------	--

Supervisors of the Check List - Six Year Terms

Janice Habib	2002
Sheila Murray	1998
Joan Sabatini	2000

Budget Committee - Three Year Terms

Earl Merrow, <i>Chairman</i>	1999
Stephen Campbell	2000
Joseph Comforti	2000
Harley Featherston	1998
Roland Maher	1998
Robert Mayer	1999
Pam Berry, <i>School Board Rep.</i>	
Fred Kruse, <i>Alternate School Brd. Rep.</i>	
Everett P. McBride, Jr., <i>Selectmen Rep.</i>	
Charles W. Morse, <i>Alt. Selectmen Rep.</i>	

Trustees of the Trust Funds - Three Year Terms

Harley Featherston, <i>Chairman</i>	1998
Michael Garafalo	1999
Terrence Gerlich	2000

APPOINTED OFFICIALS TERM EXPIRES

Conservation Commission - Three Year Terms

Theodore W. Hatem, <i>Chairman</i>	1999
George P. Jones, III	1998
Earl Merrow	1999
Thomas Campbell	2000
William Schultz	1998
William Valentine	2000
Thomas Aiello, <i>Alternate</i>	2000
Georgette Smith, <i>Alternate</i>	1999
Sandra Roulston, <i>Selectmen Rep.</i>	
Ross A. Moldoff, <i>Planning Director, Staff Rep.</i>	

Council on Aging - Three Year Terms

Glen Lavallee, <i>Chairman</i>	2000
Robert Castricone	1998
Delbert Downing	2000
Ethel Fairweather	1998
Pat Keegan	1999
Victor Mailloux	1998
Ann St. Hilaire	1999
Karen Bryant, <i>Alternate</i>	2000
Charles W. Morse, <i>Selectmen Rep.</i>	
Sally Sweet, <i>Elderly Coordinator, Staff Rep.</i>	

Fair Hearing Committee, Three Year Terms

Ethel Fairweather	2000
Vacant	2000
Vacant	2000
Robert Loranger, <i>Welfare Admin., Staff Rep.</i>	

Historic District Commission - Three Year Terms

Martha Breen, <i>Chairman</i>	2000
Edith Desrosiers	2000
Beverly Glynn	1999
Carol McShane	2000
Donna Smith	1998
Sandra P. Roulston, <i>Selectmen Rep.</i>	

Housing Authority - Five Year Terms

Delbert Downing, <i>Chairman</i>	2000
Susan Desmet	2001
James Galluzzo, Jr.	1998
Patricia Keegan	2002
Mary Frances Renner	1999
Diane Kierstead, <i>Executive Director</i>	
Robert Campbell, <i>Selectmen Rep.</i>	

APPOINTED OFFICIALS TERM EXPIRES**Museum Committee - Three Year Terms**

Louise Ackerman, <i>Historic Dist. Rep.</i>	1998
Jeff Barraclough, <i>Historic Society Rep.</i>	2000
Beverly Glynn, <i>Historic District Rep</i>	1999
Ernest Mack, <i>Historic Society Rep.</i>	1999
Carol McShane, <i>Historic Society Rep.</i>	1998
Donna Smith, <i>Historic District Rep.</i>	1998
Sandra P. Roulston, <i>Selectmen Rep.</i>	

Planning Board - Three Year Terms

James Keller, <i>Chairman</i>	2000
David Bridge	1999
Arnold Croft	1998
Francis DeCesare	1999
Richard Gregory	1998
Stephen MacDonald	2000
Mariane Morales McCann, <i>Alternate</i>	1998
Phyllis O'Grady, <i>Alternate</i>	2000
Keith Wolters, <i>Alternate</i>	1999
Robert L. Ellis, <i>Selectmen Rep.</i>	
Ross A. Moldoff, <i>Planning Director, Staff Rep.</i>	

Recreation Advisory Committee - Three Year Terms

John Loftus, <i>Chairman</i>	1999
Gardner Chase	1999
Sean Coyle	1998
Francis Gugliotta	1998
Stephen Kniaz	2000
Joel Varnick	2000
Glen Orso, <i>Alternate</i>	2000
Michael Carney, <i>Alternate</i>	1998
Stephen MacDonald, <i>Alternate</i>	1998
Fred Kruse, <i>School Board Rep.</i>	
Charles Morse, <i>Selectmen Rep.</i>	
Julie Kamal, <i>Recreation Coordinator, Staff Rep.</i>	

Zoning Board of Adjustment - Three Year Terms

Phil DeRosa, <i>Chairman</i>	1998
John Doyle	1999
Gerald Forcier	1998
Edward Huminick	2000
Edward Suffern	1997
Catherine E. Barrett, <i>Alternate</i>	1999
Glenn Lavallee, <i>Alternate</i>	2000
Jonathan McNeal, <i>Alternate</i>	1998
Edgardo (JoJo) Umali, <i>Alternate</i>	1999
Joseph Scionti, <i>Alternate</i>	1999
Sam Zannini, <i>Chief Building Official, Staff Rep.</i>	

TOWN DEPARTMENTS AND STAFF**Town Manager**

Stephen J. Daly, *Town Manager*
Maureen Witley

Town Departments/Staff (Cont.)**Assessing Department**

Normand Pelletier, *Chief Assessor*
Catherine Arseneault, *Deputy Assessor*
Joyce Desrosiers
Rosemarie Burton

Building Department

Samuel Zannini, *Chief Building Official*
Ken Sherwood
Warren Winter
Rosemarie Hartnett

Community Development

James Turse, *Community Development Director*

Elder Services

Sally Sweet, *Elderly Services Coordinator*
Daniel Pacheco
Lois Kurgan

Engineering Department

James Brown, *Senior Engineer*
George Sealy, *Capital Projects Manager*
Joseph Chamberlain
Shirley Begg

Finance Department

Frances Bernard, *Finance Director*
Linda Casey, *Account & Budget Manager*
Marilyn Pearson, *Purchasing Coordinator*
Patricia Gaddis
Susan Galvin
Jean Mayo
Barbara Riley
Rena Webster

Fire Department

John R. Nadeau, *Fire Chief, Emer. Mgmt. Dir.*
Arthur Barnes, *Assistant Fire Chief*
Kevin Breen, *Deputy Fire Chief*
James Stone, *Deputy Fire Chief*
Daniel Breton, *Captain*
Kevin Campbell, *Captain*
Kevin Kimball, *Captain*
William Warnock, *Captain*
Robin Beshara

Health Department

Suzanne Doucette, *Health Officer*

Human Resources Department

Mary Donovan, *Human Resources Manager*
Donna Pratt

Town Departments/Staff (Cont.)**Human Services Department**

Robert Loranger, *Welfare Administrator*
Maureen Sullivan

Information Services Department

John Bernard, *Information Services Manager*
Karen Landry

Planning Department

Ross A. Moldoff, *Planning Director*
Lydia Fortier

Police Department

Stephen Mac Kinnon, *Chief of Police*
John Boudreau, *Captain*
Alan Gould, *Captain*
Joyce Crocco

Public Works Department

Raymond King, *Director of Public Works*
Alice LaValley

Recreation Department

Julie Kamal, *Recreation Coordinator*

Tax Collector

Cheryl-Ann Bolouk, *Tax Collector*
Gail Watts, *Deputy Tax Collector*
Patricia Carter
Toni Sullivan

Town Clerk

Barbara Lessard, *Town Clerk*
Mary Fawcett, *Deputy Town Clerk*
Mary Ann Bell
Deanna Detreault
Jacqueline Delaney
Ruth Hayes

District Court

John A. Korbey, *Justice*
Urville J. Beaumont, *Special Justice*
Michael E. Jones, *Special Justice*
David S. Wajda, *Clerk of Court*
Margaret Daszuta, *Deputy Clerk*

Reports from.....

T O W N

B O A R D S,

C O M M I T T E E S

A N D

C O M M I S S I O N S

BOARD OF SELECTMEN



Everett P. McBride, Jr.
Chairman



Robert L. Ellis
Vice-Chairman



Charles W. Morse
Secretary



Robert J. Campbell



Sandra P. Roulston

1997 was a very busy year for the Board of Selectmen. The year started out with the completion of the water transmission line from Arlington Pond to Canobie Lake on January 7, 1997. Since turning the pumps on at Arlington Pond on January 7, through December 31, 1997 we have pumped 225,000,000 gallons of water or slightly more than one quarter of Salem's yearly demand for water. In 1998 we expect to pump approximately 300,000,000 gallons of water from Arlington Pond or a full one-third of Salem's yearly demand for water. We believe this confirms our assessment that the Arlington to Canobie pipeline will help meet Salem's water supply needs for the next 30 - 50 years.

Other major capital improvements over the last year were the completion of all scheduled road

improvements, which included the complete reconstruction of Bluff Street and a portion of North Main Street. The supplemental road improvement program saw Green Acre Drive along with 35 other neighborhood streets completed in 1997. All of the capital improvements were completed on time and within budget.

The Board of Selectmen has proposed a two phased extension of water and sewer around Canobie Lake. The first phase will be in 1998 and the second phase will be in 1999. We hope, with your support, we will continue and complete the community wide water, sewer and road improvement study in 1998. This plan will give the community the information needed to move forward with a coordinated community-wide water, sewer, and road improvement program beginning in 1999.

1997 saw a significant reorganization take place in the Town of Salem. With the help the Town Manager Stephen Daly, Human Resource Manager Mary Donovan, Fire Chief John Nadeau and the Salem Fire Department Union Local 2892, we agreed to have 12-man staffing, add two more paramedics to bring the number to six, designate an Advance Life Support Vehicle to carry the paramedic to the scene. This has given Salem a significant improvement in Advanced Life Support Availability.

In the Planning, Engineering, Health and Inspections Departments, we completed the organization with the addition of James Turse as our first Community Development Director. Jim brings with him a wealth of experience in both public and private development. He has already begun to contribute with the writing of the proposed Town Center Zoning Ordinance, the Senior Zoning Ordinance and the proposal to complete the Pelham road project. I hope you will join me in welcoming Jim to Salem.

The Public Works Department has a new Director, Ray King. Ray has a vast background in public works projects he gained in the Military. He also was instrumental in managing the infrastructure needed during Desert Storm. I hope you will join me in Welcoming Ray to Salem.

Looking forward to 1998 we have completed contracts with all the Towns Unions. They include significant changes in healthcare. We urge your support. We thank Town Manager Stephen Daly,

Human Resources Manager Mary Donovan, each department head, and the union negotiating teams for their efforts to conclude these contracts in time for Town Meeting 1998.

In 1997, the Board improved the delivery of services to the community. As the Board looks to 1998 there are many projects to complete. We believe we have the best leadership team of any community in the Merrimack valley and perhaps in the State of New Hampshire in place to complete them.

As we enter 1998 we realize the year 2000 is just around the corner and Salem's 250th Birthday is an event that we hope the whole community will support. It's a once in a life time event, entering a new Millennium and Salem's 250th Birthday. We hope to have your continued support to bring Salem into the next Millennium prepared and prosperous.

The Board would like to thank the members of the boards and committees who have served and express our particular thanks to those who have "retired" from some of these positions.

We would also like to remember fondly the passing this year of several individuals who have served the town faithfully and with distinction both in and out of government.

Respectfully submitted,

Everett P. McBride Jr.
Chairman

BUDGET COMMITTEE



Earl Merrow, Chair



Stephen Campbell



Joseph Comforti



Harley Featherston



Roland Maher



Robert Mayer

Not pictured: Pamela Berry (School Board Rep.), Everett McBride (Selectmen Rep.)

Salem is what is known as a "budget town" which means the elected budget committee (bud com) is responsible for preparing operating budgets for the Town and the School District which are presented to the respective meetings for the voters to act upon. The Bud Com's authority comes from a New Hampshire law known as *RSA32 Municipal Budget law*.

The Bud Com monitors the town and School District budgets throughout the fiscal year and requests various items of information as they review the budgets and as questions arise. The Bud Com may ask any question of a financial nature to better understand the nature of a particular expenditure and the Town or School must produce the information.

The Bud Com begins the bulk of its work in the Fall and into the Winter as it begins the arduous task of building the budgets for the coming year. The Committee reviews the Selectmen's and School Board's proposed budgets with the Selectmen and Town Manager as well as the School Board and Superintendent along with department managers. Following the review, the Bud Com takes a preliminary vote of the budgets and then proceeds to a public hearing. The public hearing gives the general public the opportunity to offer input to the Bud Com. The final step in the process is for the Committee to take a final vote. The final vote sets the budget that is presented to the voters. The same action is applied to all of the warrant articles that have a monetary value to them.

The Bud Com is made up of six members that are elected at large and a representative from the Board of Selectmen and School Board who are appointed by their respective boards. The at-large members are elected for a three-year term and two are elected every year. The Committee members receive no pay and put many hours into their work both at the meetings and at home. They try to walk that fine line

for budgeting for the community's needs and the ability for many of our citizens to pay the taxes. Regardless of their political philosophies, they have a sincere interest in making Salem a better Town.

Respectfully submitted,

Earl K. Merrow
Chairman

CHARTER COMMISSION



Robert Campbell, Chair



Richard Gregory



Sandy Roulston



Martha Breen



Thomas Eden



Harley Featherston



George Jones



Douglas Tilton

Not pictured: Arthur Campbell, Susan Lane

The Charter Commission elected by the voters of Salem has proposed a charter that includes an official ballot session of the town meeting under provisions of RSA 49-D:3, II-a. The charter proposes to keep the town meeting form of government with a board of selectmen. The charter does not change any other way that the town will operate.

A charter is a constitution for a town. The proposal is a modest beginning that can be amended by future town meetings. Adopting the charter will start Salem on the road to determining what works best for Salem, rather than relying on the statutes that must fit every town in New Hampshire

As Chairman, I thank each member of the Charter Commission: Martha Breen, Arthur Campbell, Thomas Eden, Harley Featherston, Richard Gregory,

George Jones, Sandra Roulston, and Douglas Tilton, for their hard work and dedication to the Commission and the people of Salem. Together we were able to prepare a charter that we feel keeps the essence of a small town community and also allows for needed growth. Susan Lane was elected to the Charter Commission but was unable to serve due to personal reasons. The Charter Commission appreciates her input early in the process.

I would like to thank the residents of the Salem community for their input on the proposed charter and for providing us with an opportunity to bring this charter to town meeting.

Respectfully submitted,

Robert J. Campbell,
Chairman

CONSERVATION COMMISSION



Ted Hatem, Chair



Thomas Campbell



George Jones



Earl Merrow



Wally Schultz



Georgette Smith

Not pictured: Thomas Aiello, William Valentine, Sandra Roulston (Selectmen Rep.)

This year, the Conservation Commission went forward with the design and permitting for the long-awaited driveway and parking lot (next to the State Highway shed on Route 111) to access the Salem Town Forest. With State permits and lease in hand, the Commission can now complete this long term goal of providing public access to one the Town's most important assets - the Salem Town Forest.

The Commission was active in acquiring open space by completing work necessary for a conservation easement on the Salem portion of the Urbielonis farm off Pelham Road, purchase of 10.6 acres off Zion Hill Road to enlarge the Town Forest, purchase of land at 30-36 Town Farm Road, adjacent to the Spicket River, and acquisition of a subdivision formerly owned by Granite State Baptist Church off

Budron Avenue. We look forward to the preservation of these tracts for future generations of citizens to enjoy.

The Commission was honored in April through its Spicket River Committee to receive an award from the Environmental Protection Agency for its volunteer efforts in environmental protection. The award ceremony at Fanuiel Hall in Boston, culminated three years of effort to provide Salem with a clean navigable river. The Spicket River Committee did not rest though; they held several clean-ups again this year, starting on May 17 and ending in October 4 with Lucent Technologies having their own clean-up day. We thank everyone who participated in this endeavor. It is through the volunteer efforts of citizens that we are able to do

this work without the contribution of tax dollars.

The Commission reviewed a total of 29 Dredge/Fill permit applications, held seminars on Shore Land Protection and Prime Wetlands Mapping/Buffers, held an Earth Day walk with Dee Foley of GES, Inc. in April and saw the resignation of Chairman Michael Lyons in May. We wish him the very best in his future endeavors.

The Commission looks forward to continuing its efforts to conserve and preserve the Town's open space and natural resources. We welcome citizens to comment or volunteer for any of the Commission subcommittees.

Respectfully submitted,

Theodore W. Hatem,
Chairman

COUNCIL ON AGING



Glen Lavallee, Chair



Delbert Downing



Ethel Fairweather



Pat Keegan



Victor Mailloux



Karen Bryant (Alternate)

Not pictured: Robert Castricone, Ann St. Hilaire, Chuck Morse (Selectmen Rep.)

1997 brought changes to the Council on Aging as new energy and focus that we are hopeful will be present in the years to come. In addition to having new members join the committee; Chuck Morse as the selectmen representative and Karen Bryant as a new Council member, the Council took receipt of a new handicap access van.

With the help of the Town Selectmen and Planning Director Ross Moldoff, the Council received a grant from HUD to do a feasibility study for a new Senior Center for the town of Salem. The Council would like to extend a special gratitude to Sue McGibbons,

without whose help and dedication the Council would not have been aware of the HUD program available to the Council on Aging.

As we prepare to usher in the new millennium the Council is excited and looking forward in continuing to provide the leadership and services for Salem's elderly community.

Respectfully submitted,

Glenn Lavallee
Chairman

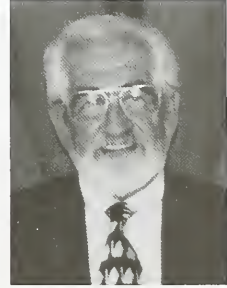
HOUSING AUTHORITY



Delbert Downing, Chair



Susan Desmet



James Galluzzo



Pat Keegan



*Diane Kierstead,
Executive Director*



Mary Frances Renner

Not pictured: Robert Campbell, Selectmen Rep.

The Salem Housing Authority (SHA) operates the Public Housing Program in the community, which consists of three elderly housing complexes - Millville Arms, Telfer Circle, and Hilda Place. Through this program, the Authority assists 158 elderly and/or disabled households and maintains a 100% occupancy rate. The SHA continues to operate the Section 8 Housing Assistance Payments Program, which provides direct rental subsidy payments to private landlords on behalf of program participants. Participants pay 30% of adjusted income toward rent/utility costs. In 1997, the SHA made subsidy payments totaling \$256,967.

The waiting lists for the Public Housing and Section

8 Programs are open, however, both lists are extensive. Though many households are eligible, lack of funding requires applicants to wait a substantial period of time before receiving the needed assistance. The SHA also maintains the waiting list for the Policy Brook Estates rental project, which was constructed under the Affordable Housing Ordinance (adopted by the Town in 1989). It should be noted that the Public Housing and Section 8 programs are federally subsidized through the U.S. Department of Housing and Urban Development (HUD), whereas the Affordable Housing Program is a local Town-established program.

Other efforts to increase affordable housing in the community include the rental of two single-family homes to low-income households under a special lease agreement aimed at providing the families with the opportunity to accumulate savings in the hope of some day realizing the dream of homeownership. The Authority also currently manages a single-family home through a cooperative effort with the Salem School District (owner).

Each year, the SHA makes a Payment in Lieu of Taxes (PILOT) to the Town of Salem for the elderly housing complexes. In 1997, the annual payment totaled \$27,998.84. The Grand Total of PILOT payments to date totals \$336,153.28, in addition to a Grand Total of water/sewer payments of \$365,861.28.

Also in 1997, the SHA was awarded a perfect score (100%) for the fifth consecutive year through HUD's Public Housing Management Assessment Program,

thereby once again designated a High Performer.

The SHA continues to seek out means of providing decent, safe, and affordable housing to low and moderate income families within the community. We are presently pursuing options for an Assisted Living project (housing targeted for frail elderly requiring some assistance with activities of daily living). We thank the Town of Salem for their ongoing support and look forward to working closely with the Town of Salem throughout the coming year.

Respectfully submitted,

BOARD OF COMMISSIONERS
Delbert F. Downing, Chairman
Patricia Keegan, Vice-Chairman

Diane E. Kierstead, PHM
Executive Director

KELLEY LIBRARY BOARD OF TRUSTEES



Rosemarie Hartnett, Chair



Richard Cooney



Richard O'Shaughnessy

The Kelley Library Trustees are Rosemarie Hartnett, Chairman, Richard Cooney and Richard O'Shaughnessy. Richard O'Shaughnessy was appointed by the Board of Selectmen to fill the vacancy created by the resignation of Carol Miller, who resigned in May.

1997 was a banner year for the Kelley Library! As trustees, we believe Kelley Library is a special facility in the Town of Salem. Library use assists individuals in knowledge and learning during and beyond their formal years of education. We know that the public library is a valuable supplement to education and we are fortunate to have the financial support of the Salem community in our goal to meet the educational and recreational needs of the community through our extensive paperback collection and by keeping up with technology.

Over the past several months, we publicly discussed plans for a Computer Center at the Kelley Library and adopted a policy and guidelines for public access to Internet use. We debated the benefits of installing a filtered system versus non-filtering. We researched both these areas and voted to have non-filtered Internet use and to have the public monitor in a visible location.

In order to encourage library patrons to use the computerized sources at the Kelley Library, we had demonstrations on use of the computerized card catalog and Internet use. One patron, Al Pica,

volunteered his services to teach novice users how to use the Internet. We are fortunate to have patrons who are willing to share their time and talents with other patrons. Special thanks to Al Pica for his generosity of time and energy.

We are grateful to the Salem Kiwanis Club for its donation which allowed us to expand our books-on-cassette collection in the Children's room and thank the Salem Women's Club for money which went to purchasing additional material in our large print collection and passes to the Museum of Fine Arts. Another example of community support for the library.

Library Trustee, Richard Cooney, brought forward a proposal to issue library cards to Salem Businesses. The Library Trustees adopted a Pilot Project and policy which allows Salem Businesses to obtain library cards.

We thank the Library Director, Eleanor Strang, for her dedication to the Kelley Library and its patrons. When we look back on 1997, it is with pride. Many improvements to the plant facility have been completed and many more are part of our future goals. We, the Kelley Library Trustees, remain committed in our goal to meet the challenges of the Information Age through physical plant projects, technology projects and availability of materials of trade that makes the Kelley Library one of Salem's greatest resources.

1997 ended on a sad note with the death of Virginia Woodbury, who served as Children's Librarian from 1966 to 1983.

Thank you for your continued support and use of the Kelley Library.

Respectfully submitted,

Rosemarie Hartnett
Chairman

KELLEY LIBRARY DIRECTOR'S REPORT



*Eleanor Strang
Library Director*

For the Kelley Library, 1997 was a year when many new services were initiated. Primary among these was the beginning of free Internet access for the public at the library. For people who already have Internet access from home, the library developed a much enhanced web site (www.salem.lib.nh.us), which features, among other things, access to the library's online catalog.

In addition to Internet access, many other new services were begun in 1997. The library began offering, as a pilot project, Business Library Cards to Salem businesses. Another pilot project which was started was the Common Borrowing Program, whereby Salem people can use their Kelley Library cards to check out materials at nine other New Hampshire libraries. New museum passes were acquired to the New England Aquarium, the Computer Museum, and the Children's Metamorphosis Museum, bringing to nine the number of museum passes which families can borrow to save money. In addition to the traditional story hours for three to six year olds, the Children's Department staff began offering "Parent and Tot" story times for toddlers accompanied by a parent. Thanks to a bequest from the late Madeleine L.

Marois, the library embarked upon a program to increase its collection of classical CD's, including the beginning of such a collection for the Children's Room.

In 1998, we intend to continue to expand our services. We plan to further develop the Computer Center in the Reference Department by installing more public computers there to increase the number of computers for Internet access and CD-ROM use. We also plan to install a state-of-the-art public word processing workstation, and put two new computers in the Children's Room for CD-ROM access.

With all the emphasis on "high tech" services, we want to assure the people of Salem that we are not abandoning our commitment to traditional library services. Our circulation statistics for 1997, which show an increase over 1996, clearly demonstrate that people continue to be very interested in checking out books and other library materials, and we remain committed to providing excellent collections from which to choose.

In conclusion, I would like to take this opportunity to thank the Library Trustees for their inspiration and guidance, my Assistant Director, Jean Williams, for her dedication and the countless ways in which she contributes to the functioning of the library, the staff of the library for their commitment to excellence in serving the public, and the people of Salem for your suggestions, your enthusiasm, and your support.

Respectfully submitted,

Eleanor Strang,
Director

KELLEY LIBRARY TREASURER'S REPORT

Balance of cash on hand January 1, 1997:	19,379.47
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Income, 1997

Town of Salem	955,432.95
Library Fees	12,510.35
Materials of Trade (fines & payments for lost/damaged items)	21,645.40
Brock, Bailey, & Council of Fine Arts Trust Funds	1,451.67
Gifts	2,387.83
Madeleine L. Marois Bequest	7,697.64
Interest	693.58

Total Income:	1,001,819.42
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Total Available Funds, 1997:	1,021,198.89
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Expenses, 1997

Personal Services	718,447.61
Fees & Charges	12,036.76
Materials of Trade	125,950.18
Supplies	14,455.35
Services & Charges	113,941.26
Equipment & Furniture	2,268.53
Memorial Books (E.V. Reed)	253.23
Classical Music CD's from Madeleine L. Marois Trust Fund	572.72

Total Expenses:	987,925.64
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Balance of Cash on Hand, December 31, 1997:	33,273.25
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Cash Balances, December 31, 1997:

Cash on Hand	889.48
Checking Account	14,636.92
Certificate of Deposit	10,406.06
Madeleine L. Marois Trust Fund	7,271.25
Petty Cash (2 accounts)	69.54

33,273.25

Note: The Madeleine L. Marois Trust Fund began in 1997 with a bequest from the late Madeleine L. Marois to the Kelley Library. It is restricted to the purchase of recorded classical music.

Bequest Received, 1997	7,697.64
Interest, 1997	146.33
Expenses, 1997	572.72
Balance on December 31, 1997	7,271.25

1997 KELLEY LIBRARY STATISTICS

"Dedicated to serving you"

The Kelley Library offers not only the latest best-sellers but also current books on every subject; magazines and paperbacks; audio cassettes, video cassettes, and compact discs.

As of December 31, 1997 the library had:

78,665 Books
 18,304 Paperbacks
 537 Current Magazine and Newspaper Subscriptions
 1,895 Compact Discs
 1,650 Audio Cassettes
 4,327 Video Cassettes
 12,703 Barcoded Library Cards issued (since March, 1996)

We also offer you:

- A website on the Internet (www.salem.lib.nh.us) featuring access to our online catalog and to Searchbank, a database for magazine research.
 - Free access at the library to the Internet and to CD-ROM products such as Phonedisc, Computer Select, American Business Disc, and Infotrac.
 - Ability to search the holdings of eight public and two academic libraries, in addition to the Kelley Library collection, through our Online Public Catalog terminals.
 - Computerized checkout of library materials.
 - Local and State Information.
 - Job Resource Center.
 - Business Library Cards for Salem businesses.
 - Access to statewide inter-library loan.
 - Ability to use your Kelley Library card directly at nine other NH libraries through the "Common Borrowing Program".
 - Story hours for preschoolers aged 3 to 6, and special "Parent and Tot" story times for toddlers.
 - Family passes to nine museums.
 - Wordprocessing workstation for public use.
 - Photocopiers for public use.
 - Print-enlarging machine for the sight-impaired.
 - Quiet Study Room within the Reference Department.
 - Meeting room facilities for Salem organizations.
 - Community bulletin boards and display facilities.
 - A comfortable, modern building in which to read, browse, or study, open 68 hours a week, 52 weeks a year.
-
- ADULT CIRCULATION:
- | | |
|---------------------------------|---------|
| Books, Magazines, & Paperbacks | 113,214 |
| Compact Discs & Audio Cassettes | 16,291 |
| Video Cassettes | 26,514 |
| Museum Passes | 471 |

ADULT TOTAL: 156,490

CHILDREN'S CIRCULATION:

Books, Magazines, and Paperbacks	77,229
Audio Cassettes	784
Video Cassettes	17,577

CHILDREN'S TOTAL	95,590
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TOTAL CIRCULATION:	252,080
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OTHER ACTIVITIES AND SERVICES:

4,002	Reserve Requests Processed
1,958	Inter-Library Loans Processed
10,050	Reference and Research Questions Answered
13,300	Overdue Notices and Bills Processed
31,038	Overdue Materials Processed
2,536	Adult Library Cards Issued
602	Children's Library Cards Issued
139	Story Hours
2,512	Story Hour Attendance
22	Field Trips and Other Programs
1,364	Field Trips and Other Programs Attendance

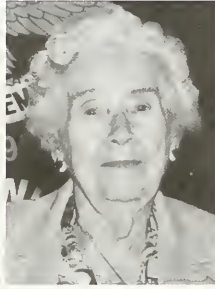
MATERIALS PROCESSED:

Books Cataloged and Processed	3,692
Paperbacks Processed	4,586
CD's, Audio and Video Cassettes Cataloged and Processed	866
Microfilm Reels Processed	115
Total Library Materials Processed	9,259
Total Library Materials Withdrawn (damaged, worn out, outdated)	3,203

HISTORIC MUSEUM COMMITTEE



Jeff Barraclough



Louise Ackerman



Beverly Glynn



Ernest Mack



Carol McShane

Not pictured: Donna Smith, Sandra Roulston (Selectmen Rep.)

The year 1997 was a busy one at the town's Historical Museum. A number of repairs were done. An oil burner blowback, which caused a fair amount of damage in the clothing display room, was remedied by repairing the chimney and cleaning the room and the clothes. Museum volunteers set up a new arrangement of the period clothing, infant articles, and military uniforms. The double front doors were repaired and painted, and a new sill was installed. Granite State Electric Company donated money for a new floodlight which illuminates the front of the building. Trees that threatened the war memorial and the bandstand were removed, and parking signs were posted in the museum lot. The Committee researched the history of the old cemetery and asked Selectmen to officially

designate it "Salem Center Burying Ground." The Museum Committee appreciates the Town's response to our requests. Several things still need to be done: a handicapped ramp is needed for some visitors and members; several exterior boards need to be scraped and painted; a new sign needs to be made for the burying ground.

The Alice L. Hall Memorial Library received a major facelift. Jeff Barraclough and Boy Scout Troop #159 washed, repaired, and painted interior walls as part of Jeff's Eagle Scout project. Still needing to be done are removal and replacement of the floor, exterior painting, and shrub pruning.

Museum volunteers spent the year occupied in a

variety of activities. They accepted a number of donations to the collection, which included postcards, videos, pewter-ware, bottles and jars, cast-iron cooking pots, a Salem policeman's jacket, 225th anniversary memorabilia, coins and stamps, and music books. They gave tours to many visitors who dropped in on Mondays April through October, and they gave tours to local school children. They hosted the Salem Women's Club and the First Congregational Church Philathea Class, each for one of its regular meetings. They opened the Museum for meetings of the 250th Anniversary Historic Subcommittee. They held an open house, in conjunction with the Lions Club Christmas Tree lighting ceremony. They organized old marriage records for genealogical research, and they organized pictures and postcards in albums. They responded to requests for genealogical information

on Salem people. They helped students with class projects. They arranged a month-long display of artifacts at the Kelley Library. They produced videos of historic homes in Salem; the videos are available for loan and for sale.

The Museum is open to the public April through October, Mondays 2-5 p.m. School classes and other groups may arrange for tours any time of the year by contacting the Curators. Local groups are invited to hold a meeting in the main room and take a museum tour.

Respectfully submitted,

Carol McShane
Secretary

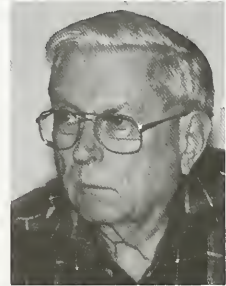
PLANNING BOARD



James Keller, Chair



Arnold Croft



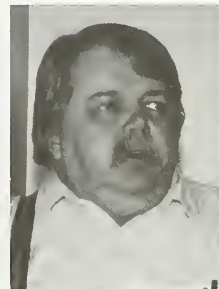
Frank DeCesare



Richard Gregory



Stephen MacDonald



*Robert Ellis (Selectmen
Rep.)*

*Not pictured: David Bridge, Marianne Morales McCann (Alternate),
Phyllis O'Grady (Alternate), Keith Wolters (Alternate)*

It is with great pleasure and honor that I report to you for the first time as the new Chairman of the Salem Planning Board. The past year has been one of both transition and progress as the board continues to grapple with the ever increasing need to balance the growth, infrastructure improvements, safety, and our citizen's quality of life. The Planning Board has experienced a tremendous influx of new ideas and invigorating debate by welcoming five new members to the Board since October 1996. Throughout 1997 the board worked diligently to improve the quality of applications and subsequent development, focus on key strategic areas of concern within Salem, and improve the quality of development both in terms of character and impact to the town. The board's 1997 achievements have

helped us begin to create a better balance and position the town for the much needed improvements in key areas within the town such as residential growth, the town's infrastructure and planning activities, plans for the future, and a forward looking view of 1998 and beyond.

Residential Growth 1997 marked the first year the town of Salem operated under the new Residential Growth ordinance, which limits to 113, the number of residential building permits issued within any singular calendar year. Although a number of new subdivisions were approved in 1997, the actual number of permits issued fell far below the limit and was 73. In total, the Planning Board reviewed numerous subdivision plans and approved 12

subdivision for a total of 230 lots. In addition, the Planning Board adopted new subdivision regulations in August in order to improve the quality of our new neighborhoods and provide the Planning Board with an opportunity to ensure adherence to the desires of the planning regulations. The board also recognized the need to better control the quality, timeliness, and completeness of applications and adopted new amendments to site plan regulations and the Planning Board's rules of procedures. These changes will better ensure that all applicants adhere to and comply with the town's planning processes and requirements.

Infrastructure and Planning A number of additional multi-year projects continued to occupy the Planning Board's agendas. The work to improve the intersection of Route 28 and Route 111 has been approved and planned. An unexpected delay has pushed the project to the spring of 1998. The Salem Depot redesign continues to impact a number of new plans as the Planning Board struggles to balance the needs of the town, applicants, and citizens. The Planning Board in conjunction with the Board of Selectman and Salem's Planning Department have committed themselves to focusing a significant portion of time on the Depot project in the coming year. Another trouble spot is the burgeoning Pelham Road corridor and Route 93 Exit 2 redesign. The NH Department of Transportation will complete the redesign effort in 1998 and the Planning Board is diligently working towards expanding the capacity of Pelham Road to support increased industrial and business office growth.

Planning for the Future In 1997, the Salem Planning Board along with numerous subcommittees (thank them) strove to begin the process of developing a much more comprehensive and thorough planning process. In conjunction with this – the board's other significant accomplishments included the adoption of the most comprehensive and forward looking Recreation Master Plan in the town's history. We also successfully completed the Capital Improvement Plan (CIP) for the town utilizing a new and more planning oriented process. In collaboration with the Board of Selectman, Department Heads, and Planning Department, the CIP contains prioritized items critical to the ongoing

support of our town's citizens. The Planning Board, for the first time, did not take into consideration the cost of the needed equipment, improvements, acquisitions, etc. Rather, the board focused on the actual needs of the town while relying on the same collaborative team to devise the methods by which Salem can achieve the results. Lastly, the Planning Board reviewed the 1998 zoning amendments and is proposing several others in preparation for the March annual town meeting. The most comprehensive amendments include zoning for a Community Municipal District, and Elderly Overlay District, and a Communications Tower ordinance.

Looking Forward As the Planning Board begins its 1998 year, several major planning projects and initiatives that will be in the forefront of or planning activities. We welcome the continued support and hard work by the town's Planning Director, Ross Moldoff, as well as the newly hired Director of Community Planning, Jim Turse. For the first time in many years we have the combined efforts of the town government focused on clearly and decisively taking the actions necessary to plan as we head towards the millennium. Such critical projects as a new Strategic Planning initiative, as the first phase of the Town's Master Plan update, long range analysis and planning on the optimal mix of business, industrial, and retail growth, and of course, the continual zoning changes necessary to keep the town of Salem's quality of life as we expect.

I would be remiss if I did not recognize former Planning Board members John Lukens, Clifford Sullivan, Bernard Campbell, Emil Corrente, and Mike Lyons for their distinguished and dedicated service to the Town of Salem. These members, through their tireless dedication and commitment, have helped successfully guide the town through its largest growth period and provided invaluable expertise, experience, and dedication. Without their work Salem would not be what it is today and I thank them on behalf of the Planning Board for their efforts.

Respectfully submitted,

James Keller
Chairman

Salem Planning Board - 1997 Approvals

<u>APPLICANT</u>	<u>PROJECT</u>	<u>LOCATION</u>
MGP	67 lot subdivision	Route 111
Patsy's Day Care	38 Student day care	Main Street
DHB	10 lot subdivision	Pelham Road
DHB	10 lot subdivision	Wheeler Avenue
29 Rock Realty	Rite Aid	South Broadway
Rajh Realty	7 lot subdivision	Haverhill Road
Polyvest Realty	160 seat restaurant	Main Street
KEM Realty	30 lot subdivision	Equestrian Road
Gordon	Retail Building	Ermer Road
Create & Discover	56 child day care	Main Street
Gillis	11 lot subdivision	Pelham Road
Vartanian	4 lot subdivision	Brady Avenue
Salem Corp. Park	2 office buildings	Stiles Road
Livingston Homes	3 lot subdivision	Brookdale Road
Industrial Way Assoc.	139,000 s.f. industrial bldg.	Industrial Way
Beshara	4 lot subdivision	Pinewood Road
Andover Corp.	22,000 s.f. industrial addition	Commercial Drive
Dano's	Change of use (restaurant)	South Broadway
St. Joseph's Prop.	13 lot subdivision	Elsie Avenue
May Dept. Stores	26,000 s.f. retail addition	Mall Road
Cooper Homes	26 lot subdivision	Salem Street
Omnipoint	180' high comm. Tower	Brookdale Road
Nalbandian	45 lot subdivision	Zion Hill Road

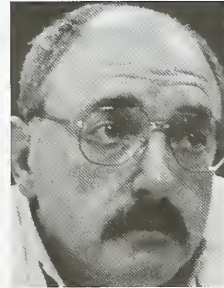
RECREATION ADVISORY COMMITTEE



Gardner Chase, Chair



Sean Coyle



Stephen Kniaz



John Loftus



Mike Carney (Alternate)



*Stephen MacDonald
(Alternate)*

*Not pictured: Francis Gugliotta, Joel Varnick, Glen Orso (Alternate),
Fred Kruse (School Board Rep.), Chuck Morse (Selectmen Rep.)*

The Recreation Advisory Committee works hand-in-hand with Salem's Recreation Department. Together we endeavor to expand the recreational opportunities and activities throughout the Town for every demographic group. During the past year we participated in many activities such as the Fishing Derby at Hedgehog Park in April, the Recreation Master Plan for the Town of Salem, obtaining additional land for recreational use and implementation of a Revolving Fund which will expand the recreational activities provided with no increase in budget. The Master Plan has since received the approval of the Selectman and Planning Board. The committee also furnishes judges for the Annual Holiday Parade.

The Committee, a wonderful group of concerned and caring citizens, meets monthly. We provide a leadership role in the Town relative to recreational issues, continually monitor current recreational programs and work at strategically planning for new and varied recreational facilities. We are very proud of the progress the committee continues to make in our effort to improve the quality of life for all of Salem's active citizens. We invite you to attend a meeting and share your ideas with us.

The Recreation Advisory Committee is working closely with the Conservation Commission to obtain land for expanding and satisfying the passive recreation needs of the Town of Salem.

A group called "Friends of Salem Recreation" has recently been formed and has received the approval of the Selectmen. All Salem residents are invited to join this group. Information relative to this group can be obtained from Julie Kamal, Salem's Recreation Director, at 890-2140.

Thanks go to Chuck Morse, the Board of Selectmen's representative for his contributions.

Respectfully Submitted,

Gardner Chase
Chairman

TRUSTEES OF TRUST FUNDS



Harley Featherston, Chair



Michael Garafalo



Terrence Gerlich

The Trustees of Trust Funds are authorized by NH State Statute to invest and manage funds which have been given, appropriated, or willed to the Town for various purposes. Trust Funds are held to maintain cemetery plots, purchase library or educational material, and scholarships, to mention a few.

There are also Capital Reserve Funds which are appropriated for road improvements, school district improvements or purchase of capital equipment. The day-to-day management of these funds has been

performed by Citizen Investment Services in Exeter since April 1994.

If you have any questions or suggestions, please contact the Trustees at the Municipal Office Building

Respectfully submitted,

Harley Featherston
Chairman

[illegible]

\$43,061.47 \$37,062.26|

\$46,547.46, \$33,576.26

\$657,224.22

05.53) \$45,988.44

\$629,648.03 (\$2

S 3053007143

NON-EXPENDABLE FUNDS

TOT

REPORT OF THE TRUST FUNDS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 1997

Date of Creation	NAME OF TRUST FUND Listed below the fund in a common trust fund	PURPOSE OF TRUST FUND	HOW INVESTED	PRINCIPAL		Gains or Losses on Sale of Securities	Capital Gains Dividends	Balance End Year	Balance Beginning Year	INCOME		Expended During Year	Balance End Year	TOTAL Principal and Income
				Balance Beginning Year	Added New Funds Created									
			Weather bank deposits, Stocks, Bonds, etc. (If Common Trust - So state)	Org Bal										
EXPENDABLE TRUST FUNDS:														
3053007205	Dogol Improvement			\$429,427.85	85,490.23	0.00	0.00	514,918.08	\$0.00	23,755.10		23,755.10	0.00	\$514,918.08
3053007152	Performing Arts			\$547.47	27.68	0.00	0.00	575.15	\$0.00	30.29		30.29	0.00	\$575.15
3053007161	Selfert Auditorium			\$8,869.49	(2,758.60)	0.00	0.00	6,110.89	\$0.00	490.64		490.64	0.00	\$6,110.89
3053007170	Strategic Plan			\$7,698.76	389.68	0.00	0.00	8,088.44	\$0.00	425.88		425.88	0.00	\$8,088.44
3053007189	Historic District Maintena			\$2,070.83	105.57	0.00	0.00	2,176.40	\$0.00	114.55		114.55	0.00	\$2,176.40
3053007198	Pelham Road			\$117,216.91	(4,025.48)	0.00	0.00	113,191.43	\$0.00	6,484.21		6,484.21	0.00	\$113,191.43
3053013476	Sidewalk			\$7,100.27	(5,031.23)	0.00	0.00	2,069.04	\$0.00	392.77		392.77	0.00	\$2,069.04
3053010022	Rte 28 Road Improvemen			\$104,017.35	(8,485.40)	0.00	0.00	95,531.95	\$0.00	5,754.03		5,754.03	0.00	\$95,531.95
3053013458	Public Access TV			\$0.00	39,555.97	0.00	0.00	39,555.97	\$0.00	2,057.74		2,057.74	0.00	\$39,555.97
3053013476	Town Sidewalk			\$0.00	3,050.28	0.00	0.00	3,050.28	\$0.00	163.35		163.35	0.00	\$3,050.28
3053013467	250th Birthday			\$0.00	841.80	0.00	0.00	841.80	\$0.00	46.39		46.39	0.00	\$841.80
	TOTAL EXPENDABLE FUNDS			\$676,948.93	\$109,160.50	\$0.00	\$0.00	\$786,109.43	\$0.00	\$39,714.96		\$39,714.96	\$0.00	\$786,109.43
	TOTAL COMBINED FUNDS			\$1,306,596.96	\$89,164.97	\$45,988.44	\$1,593.75	\$1,443,333.65	\$46,547.46	\$73,291.22		\$82,776.43	\$37,062.26	\$1,480,395.91
CAPITAL RESERVE FUNDS														
3053007214	School District Reconstr			\$84,345.32	4,648.84	0.00	0.00	88,994.16	\$0.00	8,154.04		8,154.04	0.00	\$88,994.16
3053007241	Salem Street			\$12,968.93	714.80	0.00	0.00	13,683.73	\$0.00	1,253.77		1,253.77	0.00	\$13,683.73
3053007232	Pelham Road Improve			\$11,461.71	(6,073.39)	0.00	0.00	5,388.32	\$0.00	1,108.06		1,108.06	0.00	\$5,388.32
3053007223	Road Improvement			\$354,727.68	(190,811.38)	0.00	0.00	163,916.30	\$0.00	34,293.13		34,293.13	0.00	\$163,916.30
3053007222	Salem Revitalization			\$211,351.70	124,774.33	0.00	0.00	336,126.03	\$0.00	20,432.33		20,432.33	0.00	\$336,126.03
3053007231	Salem Recreation Land			\$5,466.98	301.33	0.00	0.00	5,768.31	\$0.00	528.52		528.52	0.00	\$5,768.31
3053010031	Fire Fighting Apparatus			\$9,746.57	537.20	0.00	0.00	10,283.77	\$0.00	942.25		942.25	0.00	\$10,283.77
3053013564	Historical Commission			\$0.00	39,250.00	0.00	0.00	39,250.00	\$0.00	1,050.19		1,050.19	0.00	\$39,250.00
3053013733	Sewer			\$0.00	202,885.58	0.00	0.00	202,885.58	\$0.00	2,885.58		2,885.58	0.00	\$202,885.58
3053013724	Water			\$0.00	77,276.98	0.00	0.00	77,276.98	\$0.00	1,276.98		1,276.98	0.00	\$77,276.98
	TOTAL CAPITAL RESERVES			\$690,068.89	\$253,504.29	\$0.00	\$0.00	\$943,573.18	\$0.00	\$71,924.84		\$71,924.84	\$0.00	\$943,573.18
	TOTAL ALL FUNDS			\$1,996,665.85	\$342,659.26	\$45,988.44	\$1,593.75	\$2,386,906.83	\$46,547.46	\$145,216.06		\$154,701.27	\$37,062.26	\$2,423,969.09

REPORT OF THE TRUST FUND INVESTMENTS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 1997

HOW INVESTED	QUANTITIES	Balance Beginning Year	Additional/ Purchases	PRINCIPAL Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Income During Year	Expended During Year	Balance End Year	TOTAL Principal & Income
DESCRIPTION OF PRINCIPAL	Shares or Units									
NON-EXPENDABLE FUNDS										
Cash & Cash Equivalents										
25,000 US Treasury Note	7.50%	\$27,181.79	184,087.05		200,885.49	\$10,383.35	111,058.27	35,439.31	\$77,272.75	\$87,656.10
20,000 US Treasury Note	6.25%	\$25,882.81				\$25,882.81	1,875.00	2,501.70	\$0.00	\$25,882.81
20,000 US Treasury Note	6.25%	\$19,950.00				\$19,950.00	\$467.03	1,717.03	\$0.00	\$19,950.00
25,000 US Treasury Note	7.25%	\$26,351.56				\$26,351.56	1,812.50	2,937.84	\$0.00	\$26,351.56
25,000 US Treasury Note	7.50%	\$26,804.69	20,925.00			\$47,729.69	2,314.23	3,014.78	\$0.00	\$47,729.69
25,000 US Treasury Note	6.25%	\$24,980.47		29.69	10,021.88	\$14,988.28	1,182.67	1,900.23	\$0.00	\$14,988.28
15,000 US Treasury Note	8.75%	\$16,745.00		(1,520.00)	15,225.00	\$0.00	\$4,331.35	614.14	\$0.00	\$0.00
25,000 US Treasury Note	7.875%	\$27,817.86				\$27,817.86	\$5,906.28	7,875.04	\$0.00	\$27,817.86
50,000 US Treasury Note	6.13%	\$0.00	20,225.00			\$20,225.00	\$0.00	2,426.01	\$0.00	\$0.00
35,000 US Treasury Note	6.50%	\$0.00				\$0.00	\$8,662.50	275.54	\$0.00	\$0.00
35,000 Ford Motor Credit	8.25%	\$0.00				\$0.00	\$0.00	8,662.50	\$0.00	\$0.00
35,000 Ford Motor Credit	8.25%	\$30,024.14				\$30,024.14	\$7,218.78	2,406.26	\$0.00	\$30,024.14
15,000 Gen Motors Acc Cp	7.00%	\$15,753.23				\$15,753.23	\$3,150.00	4,200.00	\$0.00	\$15,753.23
15,000 Gen Motors Acc Cp	7.00%	\$17,587.44				\$17,587.44	\$4,050.00	5,400.00	\$0.00	\$17,587.44
15,000 Philip Morris	9.00%	\$17,587.44		(143.78)	3,280.70	\$16,368.01	\$6,613.41	7,930.82	\$0.00	\$16,368.01
26,849 Fed Home Lm Mtg Pool #182178	7.75%	\$19,792.49		413.90	4,871.83	\$16,056.91	\$8,454.84	1,712.78	\$0.00	\$16,056.91
32,170 GNMA Pool 7083	8.00%	\$20,514.84		10.53	4,252.03	\$15,573.45	\$7,487.71	9,198.04	\$0.00	\$15,573.45
22,603 GNMA Pool 34642	9.00%	\$19,814.95				\$0.00	\$458.70	458.70	\$0.00	\$0.00
0 AT & T Corp		\$0.00		3,452.64	6,466.58	\$3,693.55	\$565.23	183.27	\$0.00	\$3,693.55
227 Abbott Labs		\$6,707.49				\$5,560.25	\$267.40	132.26	\$0.00	\$5,560.25
115 Air Prod & Chem		\$5,560.25				\$0.00	\$600.00	300.00	\$0.00	\$0.00
200 Albertsons		\$7,489.00		(978.22)	6,510.78	\$0.00	\$0.00	900.00	\$0.00	\$0.00
0 Alltel Corp		\$0.00				\$4,145.85	\$585.20	817.60	\$0.00	\$4,145.85
140 Amer Home Prod		\$4,145.85				\$10,665.38	\$0.00	78.76	\$0.00	\$10,665.38
175 American Express CO		\$0.00	10,665.38			\$8,541.75	\$339.00	339.00	\$0.00	\$8,541.75
150 American Express		\$8,541.75				\$0.00	\$148.00	148.00	\$0.00	\$0.00
0 Armstrong World		\$0.00				\$0.00	\$176.00	226.60	\$0.00	\$0.00
110 Automatic Data		\$5,827.25		4,682.89	10,510.14	\$0.00	\$176.00	50.60	\$0.00	\$0.00
175 Automatic Data		\$5,858.13		4,901.90	8,667.84	\$2,092.19	\$458.50	128.25	\$0.00	\$2,092.19
150 Bell Atlantic		\$9,029.25	9,738.05	8.04	45.13	\$18,730.21	\$0.00	663.31	\$0.00	\$18,730.21
125 Boeing Corp		\$4,735.62		5,521.09	10,256.71	\$0.00	\$318.09	28.28	\$0.00	\$0.00
100 Chevron Corp		\$7,822.13				\$7,822.13	\$845.79	410.40	\$0.00	\$7,822.13
0 Citicorp		\$5,622.50				\$5,622.50	\$424.00	244.00	\$0.00	\$5,622.50
2 for 1 stock split		\$0.00				\$0.00	\$311.00	311.00	\$0.00	\$0.00
0 Colgate Palmolive		\$0.00		815.77	6,635.77	\$0.00	\$316.00	38.00	\$0.00	\$0.00
200 Dowellery RR & Sons		\$5,820.00				\$8,383.50	\$0.00	516.00	\$0.00	\$8,383.50
0 Dow Chemical		\$0.00				\$10,469.50	\$887.50	887.50	\$0.00	\$10,469.50
300 DOE Inc.		\$8,383.50				\$0.00	\$316.75	316.75	\$0.00	\$0.00
0 Duke Power		\$0.00	10,469.50			\$0.00	\$267.00	267.00	\$0.00	\$0.00
2 for 1 stock split		\$0.00				\$9,388.13	\$1,039.50	549.00	\$0.00	\$9,388.13
0 Exelon Corp		\$0.00				\$0.00	\$167.50	207.50	\$0.00	\$0.00
0 Federal National Mtg Assn		\$0.00		228.64	3,225.52	\$0.00	\$0.00	38.00	\$0.00	\$0.00
225 First Union Corp		\$9,388.13				\$9,615.00	\$0.00	38.00	\$0.00	\$9,615.00
135 Fleetwood Enterprises		\$2,996.88				\$6,239.00	\$5,967.76	60.00	\$0.00	\$6,239.00
2 for 1 stock split		\$0.00	9,615.00			\$5,967.76	\$80.88	341.12	\$0.00	\$5,967.76
3 for 2 stock split		\$6,239.00				\$0.00	\$290.50	78.00	\$0.00	\$0.00
2 for 1 stock split		\$5,967.76		3,244.60	11,890.85	\$5,064.12	\$393.75	175.00	\$0.00	\$5,064.12
150 Granger W.W. Inc		\$8,064.25				\$0.00	\$307.80	48.00	\$0.00	\$0.00
175 Halliburton Co		\$5,064.12		6,243.19	12,222.79	\$10,419.50	\$48.00	152.00	\$0.00	\$10,419.50
2 for 1 stock split		\$5,979.60				\$8,478.75	\$750	7.50	\$0.00	\$8,478.75
100 Hewlett Packard		\$10,419.50				\$2,865.12	\$74.39	107.91	\$0.00	\$2,865.12
100 Home Depot Inc.		\$0.00	8,478.75			\$9,892.50	\$192.02	107.50	\$0.00	\$9,892.50
172 Intel		\$4,928.00		11,234.35	13,297.23	\$0.00	\$0.00	107.50	\$0.00	\$0.00
2 for 1 stock split		\$0.00	9,892.50			\$0.00	\$0.00	3.83	\$0.00	\$0.00
0 Interpublic Group of Cos		\$0.00		360.11	2,724.83	\$0.00	\$0.00		\$0.00	\$0.00
250 Johnson Controls Inc.		\$0.00				\$0.00	\$0.00		\$0.00	\$0.00
52 Lucent Technologies		\$2,364.72				\$0.00	\$0.00		\$0.00	\$0.00

REPORT OF THE TRUST FUND INVESTMENTS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 1997

# Shares Units	HOW INVESTED DESCRIPTION OF PRINCIPAL	PRINCIPAL				INCOME			TOTAL Principal & Income
		Balance Beginning Year	Additions/ Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance End Year	Income During Year	Expected During Year	Balance End Year
0	Manor Care Inc	\$0.00				\$0.00	\$30.80	30.80	\$0.00
118	May Dept Stores	\$3,774.33				\$3,774.33	141.60	528.64	\$3,774.33
0	McDonalds Corp	\$0.00				\$0.00	\$135.02	135.02	\$0.00
100	Merrill Lynch	\$6,019.50				\$0.00	30.00	90.00	\$0.00
100	Merck & Co Inc	\$6,007.00		3,098.19	9,117.69	\$6,007.00	169.00	311.00	\$6,007.00
100	Microsoft Corp	\$0.00	12,065.50			\$12,065.50	0.00	0.00	\$12,065.50
100	Morgan, J.P.	\$8,482.00				\$8,482.00	352.00	614.00	\$8,482.00
0	Motorola Inc	\$0.00				\$0.00	\$40.00	40.00	\$0.00
75	Nike	\$9,042.75				\$0.00	45.00	45.00	\$0.00
0	Norwest Corp	\$0.00				\$0.00	252.00	252.00	\$0.00
200	Nymex	\$9,739.00	(9,739.00)			\$0.00	354.00	590.00	\$0.00
0	PepsiCo	\$0.00				\$0.00	\$414.00	414.00	\$0.00
100	Phelps Dodge Corp.	\$6,332.00				\$6,332.00	200.00	250.00	\$0.00
176	Pitney Bowes	\$0.00	13,699.89			\$13,599.89	70.00	70.00	\$13,599.89
100	Proctor & Gamble	\$6,722.50				\$6,722.50	191.00	476.00	\$0.00
250	Sara Lee Corp	\$0.00	10,111.25			\$10,111.25	105.00	105.00	\$10,111.25
0	Scana Corp	\$0.00				\$0.00	\$278.86	278.86	\$0.00
150	Schering-Plough Corp.	\$9,723.00				\$9,723.00	220.88	270.38	\$9,723.00
200	Sears	\$7,314.00	10,139.00	(1,044.31)	9,094.69	\$7,314.00	92.00	92.00	\$0.00
200	Sunamerica	\$7,559.75				\$7,559.75	306.90	749.10	\$7,559.75
270	TRW Inc	\$9,003.88		6,518.58	15,522.46	\$0.00	123.25	1,141.75	\$0.00
145	Texaco Inc	\$6,602.50		7.41	33.83	\$6,576.08	91.40	110.15	\$0.00
125	Travelers, Inc	\$34,000.00	26,398.21	0.00		\$60,398.21	884.42	1,480.20	\$60,398.21
2,842	T Rowe Price Intl Stock Fd	\$597,060.16	\$346,670.88	\$45,988.44	\$372,705.75	\$617,013.73	\$140,021.34	\$141,884.39	\$694,286.48
Total Non-Expendable Funds									
EXPENDABLE FUNDS									
DEPOT IMPROVEMENT									
3053007205	Cash & Cash Equivalents	\$429,427.85	92,360.75	0.00	6,870.52	\$514,918.08	24,504.60	24,504.60	\$514,918.08
PERFORMING ARTS									
3053007152	Cash & Cash Equivalents	\$547.47	28.78	0.00	1.10	\$575.15	30.10	30.10	\$575.15
SEIFERT AUDIT									
3053007161	Cash & Cash Equivalents	\$8,869.49	459.12	0.00	3,217.72	\$6,110.89	479.79	479.79	\$6,110.89
STRATEGIC PLAN									
3053007170	Cash & Cash Equivalents	\$7,698.76	405.06	0.00	15.38	\$8,088.44	423.55	423.55	\$8,088.44
HISTORICAL DISTRICT									
3053007189	Cash & Cash Equivalents	\$2,070.83	110.46	0.00	4.89	\$2,176.40	113.95	113.95	\$2,176.40
PELHAM ROAD									
3053007198	Cash & Cash Equivalents	\$117,216.91	5,925.24	0.00	9,950.72	\$113,191.43	6,224.02	6,224.02	\$113,191.43
SIDEWALK									
3053007287	Cash & Cash Equivalents	\$7,100.27	614.36	0.00	5,645.59	\$2,069.04	348.66	348.66	\$2,069.04
RT 28 ROAD IMPROVEMENT									
3053010022	Cash & Cash Equivalents	\$104,017.35	(5,855.96)	0.00	2,629.44	\$95,531.95	5,322.81	5,322.81	\$95,531.95
PUBLIC ACCESS TV									
3053013458	Cash & Cash Equivalents	\$0.00	61,953.36	0.00	22,397.39	\$39,555.97	2,057.74	2,057.74	\$39,555.97
TOWN SIDEWALK									
3053013476	Cash & Cash Equivalents	\$0.00	7,655.56	0.00	4,605.28	\$3,050.28	163.35	163.35	\$3,050.28
250TH BIRTHDAY									
3053013487	Cash & Cash Equivalents	\$0.00	2,544.23	0.00	1,702.43	\$841.80	46.39	46.39	\$841.80
Total Expendable Funds									
		\$676,948.93	\$166,200.86	\$0.00	\$57,040.46	\$786,109.43	\$39,714.96	\$39,714.96	\$786,109.43
TOTAL COMBINED FUNDS									
		\$1,274,009.09	\$512,871.84	\$45,988.44	\$429,746.21	\$1,403,123.16	\$179,736.30	\$181,599.35	\$1,480,395.91
									\$77,272.75

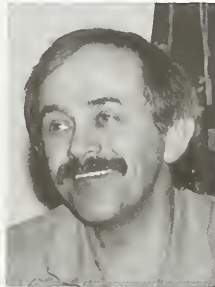
REPORT OF THE TRUST FUND INVESTMENTS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 1997

* Shares or Units	HOW INVESTED DESCRIPTION OF PRINCIPAL	PRINCIPAL			INCOME			TOTAL Principal & Income
		Balance Beginning Year	Additions/ Purchases	Capital Gains (Losses)	Proceeds From Sales	Balance Beginning Year	Income During Year	Balance End Year
	CAPITAL RESERVE FUNDS							
	SCHOOL DISTRICT RECONSTRU 3053007214	\$84,345.32	5,155.25	0.00	506.41	0.00	4,648.84	\$0.00
	Cash & Cash Equivalents							
	SALEM STREET 3053007241	\$12,968.93	792.67	0.00	77.87	0.00	714.80	\$0.00
	Cash & Cash Equivalents							
	PELHAM ROAD 3053007232	\$11,461.71	551.62	0.00	6,625.01	0.00	492.86	\$0.00
	Cash & Cash Equivalents							
	ROAD IMPROVEMENT 3053007223	\$354,727.68	1,460,895.90	0.00	1,651,707.28	0.00	45,242.73	\$0.00
	Cash & Cash Equivalents							
	SALEM REVALUATION 3053007722	\$211,351.70	126,297.51	0.00	1,523.18	0.00	14,774.33	\$0.00
	Cash & Cash Equivalents							
	FIRE-FIGHTING APPARATUS 3053010031	\$9,748.57	595.72	0.00	58.52	0.00	537.20	\$0.00
	Cash & Cash Equivalents							
	SALEM RECREATION LAND 3053007731	\$5,466.98	334.17	0.00	32.84	0.00	301.33	\$0.00
	Cash & Cash Equivalents							
	HISTORICAL COMMISSION 3053013564	\$0.00	39,334.11	0.00	84.11	0.00	1,050.19	\$0.00
	Cash & Cash Equivalents							
	SEWER 3053013733	\$0.00	203,014.83	0.00	129.25	0.00	2,885.58	\$0.00
	Cash & Cash Equivalents							
	WATER 3053013724	\$0.00	101,334.86	0.00	24,057.88	0.00	1,276.98	\$0.00
	Cash & Cash Equivalents							
	TOTAL CAPITAL RESERVE FUNDS	\$690,068.89	\$1,938,306.64	\$0.00	\$1,684,802.35	\$0.00	\$71,924.84	\$0.00
		\$1,964,077.98	\$2,451,178.48	\$45,988.44	\$2,114,548.56	\$79,135.82	\$251,661.14	\$77,272.75
	TOTAL FUNDS							\$2,423,969.09

ZONING BOARD OF ADJUSTMENT



John Doyle



Gerald Forcier



Edward Huminick



Edward Suffern



JoJo Umali (Alternate)



Joseph Scionti

*Not pictured: Philip Derosa (Chair), Catherine Barrett (Alternate),
Glenn Lavallee (Alternate), Jonathan McNeal (Alternate)*

The Board of Adjustment is comprised of five regular and five alternate members who are appointed by the Board of Selectmen.

The Building Department acts as the Board's agent in determining which citizens request, whether for building or use, do not conform to the Salem Zoning Amendments. These cases of non-conformity are presented to the Board of Adjustment as either variance requests or special exceptions for acceptance or denial. In some cases, stipulations may be applied. The Board of Adjustment also renders decisions regarding appeals of building official decisions.

The actions of the Board of Adjustment are mandated by both State RSA's and the Salem Town Ordinance. The Board of Adjustment's decisions for either a variance or special exception are determined by the applicable criteria.

During 1997, the Board of Adjustment deliberated on a number of various requests for variances, special exceptions and appeals of building department decisions. The number of agenda items, although less in 1997, are becoming more complex as "lesser" lots are now being utilized for potential development. The decisions reached by the Board of Adjustment on each request, no matter how mundane or complex, are always given the utmost

consideration and must meet the applicable criteria for a positive decision.

I would like to thank all Zoning Board members and alternates for taking the time from their personal schedules to dedicate the time and effort that each month's agenda demands. As development in Salem continues the requests before the Board have become more complex requiring this seasoned Board's complete devotion. I have complete confidence in this Board's decision making process. I would also like to thank our resource person, Sam Zannini, and our recording secretary, Patricia

Hughes, for their excellent work for the Board this year.

The public's input at our meetings is welcomed and oftentimes enlightening. I encourage your continued participation. Please do not let viewing our meetings on television substitute for your involvement and presence at our hearings.

Respectfully submitted,

Philip DeRosa
Chairperson

Reports from.....

T O W N

D E P A R T M E N T S

A N D

S A L E M

D I S T R I C T

C O U R T

TOWN MANAGER



*Stephen J. Daly
Town Manager*

Please join me in thanking all the citizen volunteers, both elected and appointed, who served the community to carry out your local government's business in 1997. They did a fine job addressing the multitude of decisions that had to be made to keep Salem on a positive track for the future. Thanks also go to all the municipal employees who delivered high quality services throughout the community during the past year.

Make time to read this annual report. It is loaded with information about the events and accomplishments of the year. In some places, you will find projections of some of the issues and projects that will continue into 1998.

This has been a year of change. Organizational change began in February and continued through October. Nearly all operations were affected. Most noteworthy were the structural and operating changes made in the Fire Department. Major changes occurred in an effort to reduce and control costs, form an effective management team, provide a consistent level of paramedic service and position the department for its future mission. Change never happens easily. The leadership and the employees of the department deserve recognition for their tolerance, awareness and recognition of the need to change. Theirs has not been an easy transition, and with commitment to quality service and continued pride in themselves, they are certain to achieve new heights of performance.

The structure of the new Community Development Department begun in 1996 was completed in October when the position of director was filled by

James Turse, a native of New Jersey who comes to Salem by way of Honolulu, Hawaii. Jim brings an extensive background in community planning and management having amassed extensive experience in military service, with the City of Honolulu and in the private development sector. His breadth of experience, demonstrated leadership and professional approach to consensus building will be in high demand as Salem prepares for the 21st century.

Salem has a capital program of more than \$3 million annually. In 1996, a new position was created that focuses on managing capital projects from concept through completion. During 1997 the capital projects manager directed and participated in the reconstruction and resurfacing of 41 roads, design and bidding of the Spicket Hill water tank and the south Canobie Lake area water and sewer extension, formulation of the first phase of the Lake Areas Infrastructure Plan, a 5 acre expansion of the Pine Grove Cemetery, closure of the demolition landfill, contaminated soils mitigation at the old sewage treatment plant site, and various facilities related projects including renovation of the town hall upper level. We should all appreciate the job George Sealy has done for the community in this new position.

A void left by George as departing public works director was filled late in 1997 by Raymond King of Litchfield, NH. A retired U.S. Army Lt. Colonel, Ray is entering a new career in local government with a Masters degree in public administration and 20 years of outstanding performance as a command level troubleshooter and training battalion commander. Ray is an exceptionally quick study and has quite ably picked up on the intricacies of managing and operating a public works department. His leadership and systematic business-like approach will take the department to new levels of productivity.

The significant organizational changes and new leaders of 1997 are sure to elevate your local government's performance. We are proud to be of service to you and look forward to a positive community environment in 1998.

In closing, please join me in extending the community's gratitude for service and dedication to the following municipal employees who left town service in 1997.

In closing, please join me in extending the community's gratitude for service and dedication to the following municipal employees who left town service in 1997.

Frances Berube, *Elder Services* 14 years
Robert Currie, *Fire Department* 20 years
John Dickey, *Fire Department* 24 years
Patsy Dreyer, *Fire Department* 21 years
William Duma, Jr., *Public Works* 15 years

Beth Goodhue, *Police Department* 10 years
Frank Grzasko, *Police Department* 21 years
Virginia Johnson, *Personnel Dept.* 12 years
Marla Jutras, *Public Works* 12 years
Barbara LaPointe, *Town Clerk's Office* 10 years
Thomas Laycock, *Fire Department* 20 years
Bradley Mulhearn, *District Court* 20 years
Anne Priestley, *Personnel* 26 years

Respectfully Submitted,

Stephen J. Daly
Town Manager

ASSESSING DEPARTMENT



Normand Pelletier
Assessor

SUMMARY INVENTORY

	<u>1996</u>	<u>1997</u>
LAND	226,916,040	228,934,940
BUILDINGS	567,308,120	573,238,870
UTILITIES	7,975,500	8,305,700
TOTAL GROSS VALUATION	802,199,660	810,479,510
ELDERLY EXEMPTIONS	4,780,700	5,034,600
BLIND EXEMPTION	240,000	255,000
TOTAL NET VALUATION	797,178,960	805,189,910
TAXES BEFORE VETERANS EXEMPTION	38,240,675	40,227,287
MINUS VETERANS EXEMPTION	193,100	192,900
NET PROPERTY COMMITMENT	38,047,575	40,034,387
TAX RATE	47.97	49.96
TOTAL CURRENT USE ACREAGE	2,162	2,153.40
TOTAL FULL VALUE	5,220,050	5,157,450
ASSESSMENT UNDER CURRENT USE	141,570	140,670
ASSESSMENT REDUCTION DUE TO CURRENT USE	5,078,480	5,016,780

Respectfully submitted,

Normand Pelletier, CNHA
Chief Assessor

BUILDING DEPARTMENT



*Samuel Zannini
Chief Building Official*

Review of the building permits issued during 1997 shows a slight decline in the number of single family dwellings issued. In 1996 we issued 98 permits for single family dwellings and in 1997 we issued 82 single family dwelling permits. We saw an increase in the number of commercial buildings permits issued for new construction: four permits during 1996 and in 1997 we issued 14 permits for new commercial construction. We had an estimated \$4,830,499 in estimated commercial construction and \$12,108,833 estimated construction cost for commercial additions/alterations. Some of the commercial projects which were issued building permits during 1997 are: \$5,000,000 addition to Filene's store at The Mall at Rockingham Park, IHOP at 524 South Broadway at \$54,000, PEP Boys at 524 South Broadway at \$1,200,000 estimated cost, and two industrial buildings at 45 Northwestern Boulevard - one at \$719,000 and one at \$677,000.

The number of permits for minor home businesses increased to thirty-four and three homes were approved to operate major home businesses. The numbers are much lower than those anticipated when the ordinance was being drafted and local sources felt there were over 200 businesses being operated from residential dwellings.

Requests for cellular phone towers have been before the Board of Adjustment and the Town. The need for more locations to install cellular towers has led to proposed Zoning Amendment for a PERSONAL WIRELESS SERVICES ORDINANCE. If this ordinance is adopted by the Town of Salem, it will eliminate Board of Adjustment approval for facilities not higher than 150' in height as long as other requirements of the proposed ordinance are met. If approved, it would allow these towers to be erected on town-owned properties as well as parcels in Industrial Districts.

The Building Department issued 2,342 permits during 1997 and brought in \$171,979.52 in permit fees. We enjoyed a busy and productive year. In September of 1997, the electrical inspector resigned and during November of 1997, we were introduced to the new Community Development Director, who will administer Building, Planning, Health and Engineering Departments.

Many changes will come into fruition during 1998 including the arrival of the new electrical inspector in January and new procedures for permits and approvals. We are proud of serving the Salem community in a professional and courteous manner. I extend my sincere appreciation to Warren Winter, Building Inspector, and Ro Hartnett for their hard work and for making 1997 a good year. We look forward to meeting the challenges of the new year and extend best wishes to the greater Salem community for 1998.

Respectfully submitted,

Samuel Zannini
Chief Building Official

CAPITAL PROJECTS



*George Sealy
Capital Projects Manager*

The office of Capital Projects was created upon the retirement of the former Director of Engineering in October of 1996. The position of Director of Engineering over time had evolved to primarily performing contract administration. The areas of responsibility on designated projects were consolidate from several town departments and assigned to the Office of Capital Projects. The Capital Projects Manager has overall responsibility for the administration, cost control, and timely completion of projects that are determined to be capital (cost), or complex in scope. Since the creation of this position, the Capital Projects Manager has administered the contracts and completed, or is actively involved with the following projects:

1. The Arlington Pond to Canobie Lake pipeline and pumping station.
2. The design/reconstruction/resurfacing and inspection/and customer concerns of 41 roads (some partial).
3. Design of Municipal sewer and water lines/road repairs to an area on Canobie Lake.
4. Updated computer model of Municipal water system.
5. Assisted Utilities Division in water system improvements that are coordinated with roadway

repairs.

6. Coordinated design of 1.4 million gallon water storage tank on Spicket Hill.
7. Lake area infrastructure study (including water, sewer, drainage and roads).
8. Sewer system infiltration and inflow investigation(phase I).
9. Expansion of Pine Hill Cemetery.
10. Coordinated design of sidewalks on Veteran's Parkway/Geremonty Drive (State Grant).
11. Design of sidewalk on Meisner Road (State Grant).
12. Coordinated design for improvements to south bound on-ramp RT#93 (exit 2).
13. Coordinated design for improvements to intersection RT#111/28 (north-south left turn lanes).
14. Coordinated the Remedial Action Plan at abandoned Sewer Plant (soil has been removed).
15. Coordinated the Underground Fuel Storage Tank compliance and remediation plan.
16. Landfill testing and closure plan.
17. Yearly evaluation and recommendation of Town Roadway Improvement Plan.
18. Prepare budgets and warrant articles for designated projects.
19. Coordinated the emergency installation of Municipal water line and road repair on Walnut Terrace (do to groundwater contamination in that area).

These projects, along with daily inter-departmental coordination and participation in various smaller projects, has made for a very busy year, with 1998 and 1999 projected to be just as active.

Respectfully submitted,

George Sealy
Capital Projects Manager

COMMUNITY DEVELOPMENT

Director's Outlook and Management Initiatives for 1998



*E. James Turse,
Community
Development Director*

1. New Hampshire State Economic Outlook

- In 1998 the New Hampshire economy is expected to slow slightly, consistent with a the US trend.
- US net exports are declining steadily, and the US has the worst balance of trade that it has had in over 20 years.
- New Hampshire exports, however, are primarily to Canada and Europe, and both regional economies are continuing to expand, indicating the NH state economy is less affected than other US regions by the Asia market.
- 1991 - 1996, the Northeast economy grew well behind other US regions - the good news is that New Hampshire continues to outperform other states in the region, and the trend should continue.
- Tendency by some analysts to compare 1987 and 1997 is not based on fundamentals. In 1987 commodity prices were steadily rising - over the past two years commodity prices have been stable... in 1987 the value of the dollar was falling, especially against the yen - in the last two years the value of the dollar has risen over 20%. Long term real interest rates are 4% lower than in 1987, and may decline further as the economy slows. House prices between 1980 and 1987 rose 150% in the region... Current expectations for residential real estate and caution in housing choices are not pushing housing prices higher... Building permits numbers are growing, but the market seems to be absent of speculation in real estate. The fundamentals are solid, with greater diversity in

the state marketplace than in 1987.

- Job development has been excellent - unemployment is at the lowest level since 1973, and the 1973 statistics were influenced by a much larger defense sector because of the Vietnam war.
- Inflation is decelerating - currently at the lowest level since the late 1950's
- Labor security costs have risen, however labor benefits cost controls have accelerated to bring overall labor costs down. This is not a continuing trend, however, and labor costs are expected to rise again with consistent low unemployment.
- Consumer confidence is high, HOWEVER - durable goods purchases have declined in the third quarter of 1997. Auto purchases have declined markedly over 1996. Growth is slowing to under 3%, with some analysts forecasting 1998 growth to be in the 2.5% range.
- As the economy continues to slow, interest rates will trend downward
- Bankruptcy rates are rising, slowing the economy

(Source: Patrick Flaherty, Associate Economist, Fleet Financial Group - NH Economic Dev Conf 12/9)

2. New Hampshire Municipal Population Projections Update. The Office of State Planning has released new population projections for cities and towns through the year 2000, using an update to the 1996 estimates as a starting point. Hillsborough and Rockingham County have historically accounted for just over 50% of the state's growth, and that trend is expected to continue. Following is an extract of the top twelve growing communities, ranked by projected year 2000 population:

Manchester	105,951
Nashua	84,667
Concord	39,095
Derry	34,576
Rochester	29,771
Salem	29,724
Dover	27,205

Portsmouth	25,182
Merrimack	24,601
Keene	23,412
Londonderry	23,405
Hudson	23,156

In 1995, Rockingham Planning Commission projected Salem's 2000 population to be 26,034, with a 2010 population of 26,292. This projection is 14% higher than anticipated. (*Source: Office of State Planning*)

3. Real Estate Trends. Middle-income investors have saturated the mutual funds market, making it increasingly difficult for fund managers to find value in the stock market and producing a classic "demand pull" inflation of stock prices. As a result of a buoyant economy and recovery from the excesses of the 1980's, real estate has become an increasingly attractive investment alternative, primarily through Real Estate Investment Trusts. REITs are driving patterns of investment and real estate development in unprecedented ways, being seen as a prudent way to diversify risk. Pension funds, institutions, and individuals are swapping individual holdings for REITs. What is creating the demand are the following factors: the National REIT index is up over 55% in two years; tax-free status requires payout of 95% of taxable income in dividends, producing an average yield of 5.8%; overall returns have generally topped 20%; rent increases are expected in most sectors to average 9% through 1998; international commercial retail properties have returned 32.4% recently; and, in the US, hotel and class "A" office produced returns in the high 20% range in 1997. Suburban office and secondary urban office projects are expected to lead the way in 1998, with some retail opportunities being pursued in high growth areas. Residential apartments have had the longest term success, leading the recovery since 1992, and will continue strongly in some markets. Las Vegas is perceived as the only Continental US market with overbuilding and excess vacancy in all property types. There is an extensive consolidation ongoing in the housing industry, with investors and mid-sized builders, such as D.R. Horton Builders, Shuler Homes, and David Weekley Homes, purchasing leading regional home builders to form large volume builders to capture market share. This is the weakest sector for investors, with margins for the home building industry generally below 10% in most markets. Key

New England markets have been targeted by regional and national builders, such as Toll Brothers, Ryland, and Centex, and it can be expected that they will continue to put pressure on anticipated high growth areas. Locally, residential permits for Salem have been lower than projected for 1997, with 82 SF permits issued, compared to 96 SF permits in 1996. Commercial permits totaled 14 for 1997, as compared to only 4 in 1996. In 1998 we currently expect several new companies to enter the Salem market, including Rite-Aid, Brooks Pharmacy, a major retailer, Arcon Healthcare, a microwave technologies company, one or two providers of assisted living residences, and potentially 90 - 120 units of single family housing. WalMart is seeking to expand its current store 60,000 square feet to provide a grocery outlet, and the Post Office is expanding its facility nearly 10,000 square feet to accommodate business growth in the area. Rockingham Park continues to be a source of concern, with anticipation that parimutuel betting revenues will continue to decline. Canobie Lake Park has several projects underway to improve the attractiveness of the facility, and anticipates maintaining or increasing its market share in the coming year.

(*Sources: Barron's Dec 29; Business Week Dec 29; Financial Times Dec 29; National Assn of Home Builders; Professional Builder Nov 1997*)

4. Broader Market Influences on Local Business.

The growth in US GDP has generally been led by the technology sector, closely followed by transportation and services. Manufacturing has shown a continued decline, as production has shifted to less expensive labor bases. The technology sector is marked by increasing levels of competition, producing razor thin margins and ongoing industry consolidation. There is a consensus that there is overcapacity in the industry. Seagate Technology Inc. is closing a plant in Ireland, reporting a loss of \$240 million in the third quarter of 1997. Oracle has reported over a \$200 million loss in the same period, despite increased unit sales. General demand for computers will weaken in 1998 because of the Asian economic crisis, just as increasing demand for a lower priced home computer is driving prices below \$1000 among chief competitors in the US. Hewlett-Packard and Compaq Computer, are both expected to introduce new home PCs in the \$800 range, putting pressure on other manufacturers to lower prices in turn. Internationally, most producers of

general purpose hardware and software have expanded physical plants and installed the latest technology in order to compete for increased market share. While the result will be good for consumers in the short term, long term the effect on Salem's local in-migration patterns and local employment may begin to be felt relatively early in 1998. (Sources: *Barron's*, Dec 29; *Business Week* Dec 29, *S&P's Outlook* Dec 17)

5. Community Development Initiatives in 1998.

5.1 Policy development:

- Master Plan Review and Update. Review of the master plan finds that, while it meets the minimum requirements of NH RSA 674:2, it does not provide sufficient implementation measures to guide community development in Salem.
Recommend: Community charrette to initiate the "vision" process and determine work products needed to implement the master plan. A late April or early May date is anticipated.
- Economic Development Plan. To determine the direction of Salem's economic health, a supplemental plan to the Master Plan is needed which focuses on the factors influencing a healthy local economy. This plan should provide the basic guidance for zoning and land use decision making, balanced against the social and environmental responsibilities held by municipal managers and elected and appointed policy makers.
Recommend: Demographic analysis and GIS to determine growth pattern indicators and to guide strategic growth. Tax base ratio analysis and review of tax revenues to determine targeting for future growth. Human resource analysis to provide info regarding skills, education, and labor pool characteristics for job growth.
- Traffic Management Plan. Traffic is viewed as Salem's number one problem. A circulation or traffic management plan is needed to establish coordination of land use with clear priorities, based on planned growth - for new road development, road improvement, and the use of intelligent traffic systems (ITS) traffic control.
Recommend: Coordination with State DOT for Pelham Road, Salem Depot, and Route 111 corridor improvements, while working with local developers to improve traffic conditions for Stiles Road, Keewaydin Drive, Commercial Way, Northeastern Blvd, Manor Parkway, Brookdale Road, and Route 38 (Ongoing)
- Recreation Plan. Recently completed. *Recommend: Support of implementation.*
- Open Space/Conservation Plan. There is a need to set specific goals and objectives for open space within the community. The Master Plan outlines broad goals and accomplishments, but fails to provide detailed guidance for the future. The Spicket River corridor needs near term guidelines, and land acquired to achieve the mutually supporting objectives of protection of private/public property, protection of prime wetlands, and creation of open space, thereby providing a conservation corridor that also can function as a development edge.
Recommend:
 1. *Planning and zoning consider providing clear "edges" or linkages between zoned uses to provide transitions between commercial zones and residential uses.*
 2. *Review and update the Town Forest Management Plan.*
 3. *Review and update the Town's Flood Management Plan. (Ongoing)*
- Water Resources Management Plan. Watershed management is a mutual concern of the Public Works Director and the Community Development Director.
Recommend:
 1. *Determination of need for analysis of acceleration of pollution from non-point source discharges.*
 2. *Development of a NPDES management plan (Non Point Source Discharge Elimination System).*

5.2. Current issues:

- Redevelopment of Salem Depot. Goal is to improve traffic circulation and provide a commercial center core. Preliminary observation is that this last function may be better performed by Main Street than by the Depot. Current plan for road improvements in the depot will clearly impact at least 17 properties which may require acquisition by the Town for ROW.
Recommend:
 1. *Zoning to encouragement of professional office pattern of growth along Main Street and preservation plan for all historic buildings, including stringent design guidelines.*
 2. *Baseline analysis of property values and tax revenues to create a preliminary financial model to determine the feasibility of supporting redevelopment of the Depot through TIF.*
 3. *Consultant support for development of an action plan, feasibility model, and marketing plan.*
 4. *If supported by feasibility model, adopt RSA 162K to permit formation of a redevelopment district for the Depot.*

- Industrial/Commercial Zoning. The entire parcel of land between Rockingham Park/Rt. 28 and I-93 has a potential for future development. Part of the land is appropriately zoned, or considered for zoning changes, but current uses often conflict. Conflicts need to be resolved. Circulation between I-93, Pelham Road and Rt.38 needs to be planned to serve shopping mall, race track, and future business development. Additional collector road connection from the area to Rt. 28 may be a consideration. West of I-93, industrial development can be encouraged with an appropriate infrastructure plan, but transition between towns need to consider impact on Windham and Pelham, and linkages to local road circulation plan. Zoning actions need to link to the economic development plan.

Recommend:

1. *Consideration of very limited zoning changes this year. (Articles drafted)*
2. *Change in the ordinance to permit building height variations dependent on uses.*
3. *Regulation of density by Floor Area Ratio and open space plan vs. height and lot coverage.*
4. *Develop an infrastructure plan that provides consideration of impact fees, development agreements, planned unit development, and improvement district mechanisms to implement the economic development plan.*
5. *Include language in zoning to promote hospitality facility development in order to complement Rockingham Park and Canobie Lake Park business development.*
6. *Tax base ratio analysis to establish target criteria for appropriate mix of commercial and industrial zoning, with sub-categories for office, industrial, retail, hospitality, recreation, etc.*

- Seniors Housing. Higher density housing provides a natural transition from commercial retail to low-density residential zones. This is an excellent zone for placement of seniors housing, providing close access to convenience commercial and routes of transportation. Appropriately planned, pedestrian linkages can be strengthened to minimize vehicle traffic in these areas. Growth trends and aging population indicate potential for increased need for seniors housing.
Recommend: Zoning amendments to address seniors housing needs. (Article drafted for Town Meeting).

- Town Center. Current facilities need to be

appropriately zoned and preliminary plans need to be formulated for future development of municipal facilities to meet future community needs.

Recommend:

1. *Draft Town Center Ordinance. (Article drafted for Town Meeting).*
2. *Negotiation of a land exchange to configure property for expansion and consolidation of community services in a single facility.*
3. *Conduct analysis of current services and project future needs to support draft of community facilities master plan.*

- Business visitation program. Feedback from key business leaders is excellent. Need to implement a formal program.

Recommend:

1. *Meet with Chamber of Commerce (complete)*
2. *Identify under-represented business interests*
3. *Establish schedule*
4. *Establish feedback system*
5. *Use responses from business visits to guide planning*

5.3. Operations management:

- In order to better serve the community, the Planning Department, Building Department, Engineering Department, and Health Department are now merged into a single organization - the Community Development Department.

As a new department, our intent in 1998 is to provide a strategic vision to guide Salem's future well into the next century. We have an exceptional moment in history in which to provide this service to the community. The economic outlook is excellent, we have proactive Town boards interested in working with the issues of change that confront Salem. As the new director I am looking forward to working with the community and other departments to achieve the goals we have set for ourselves. If there are any questions about any of the material in this report, please give me a call at 890-2007. I look forward to hearing from you!

Respectfully submitted,

James Turse
Community Development Director

ELDER SERVICES



*Sally Sweet,
Elder Services
Coordinator*

The Salem Senior Center is open Monday through Friday from 9:00 a.m. to 5:00 p.m. The seniors meet to join in activities and socialize with their friends. For a donation a noon meal is available and furnished by the Rockingham County Nutrition Program.

Activities offered include line dancing, square dancing, Bid Whist, Bridge, Scat, Cribbage, 45's, Beano, painting, ceramics, weight loss program, Tai'Chi, Easy Tone machines, Arts & Crafts, knitting, and crocheting, Scrabble, and the Salem Choral Group. Bowlers meet at Park Place Lanes in Windham on Fridays at 9:30 a.m.

A handicapped accessible van brings seniors to the Center to participate in the activities and/or for lunch. They are picked up at their homes and returned following the meal and/or activity. The van also takes them grocery shopping and to medical appointments in Salem on Monday and Thursday mornings.

The 23rd Annual Health and Information Fair was held in September. Screening and information tables were available and flu shots given free of charge.

By request identification cards are furnished to Salem residents, 60 years of age or older. The Vial of Life program consists of a vial in which is placed a statistical paper containing medical information, hospital preference, next of kin to be notified in case of an emergency, doctor's name, medication and dosage taken. Medics and ambulance attendants are aware of this program. This information is used

only in case of an accident or emergency.

Seniors volunteer at Salem Schools, town offices, police department, nursing homes, churches, area hospitals and the Center. The Golden Agers Club assembles on the second Monday of each month at 12:30 p.m.; the Salem Council on Aging - six times a year on the third Thursday at 5:00 p.m.; the Rebekah's - on the first and third Mondays at 7:00 p.m. All meetings are held at the Center.

New windows were installed into the front and sides of the building which give a revitalized appearance to the decor.

A written survey was conducted throughout the Center to ascertain the need for a new Senior Center or enlargement and modernization of the current building.

Two of our Salem Seniors were contestants in the 1997 Ms. Senior New Hampshire Pageant held at the Salem High School in April.

The "Salem Senior Column" is published weekly in the Salem Observer, Manchester Union Leader, Silver Sentinel and Eagle Tribune. The "Town Crier" is a newsletter published and mailed every other month to senior citizens. It informs them of activities in the community as well as other pertinent informational items. The Salem Police and Fire Departments are invited to submit articles to the "Town Crier."

The local V.F.W. sponsors a special Valentine and Halloween dance for the seniors of Salem every year. The Derry/Salem Elks cooks and serves Thanksgiving Day dinner at their lodge on Rte. 111; volunteer residents from the town deliver to the homebound. The Salem High School Student Council sponsors the Annual Senior Citizen "Young at Heart" Ball in April. Salem Firemen prepare a spaghetti luncheon during the holidays.

The "Good Morning" program is a safety precaution for seniors living alone. The Living Will agenda is available for seniors. There is assistance with Medicare, medical and income tax forms, general problems, referrals and disbursement of information

(both general and specific). Free Notary Public services and income tax preparation are provided. The town pays for the Holy Family Hospital to supervise a blood pressure clinic at the Center on the third Tuesday of each month at 12:00 noon; blood sugar is taken every other month at 11:00 a.m. on the same day.

Presentations of trips and travel plans for the year is given by professional tour groups. Overnight, day and week-long excursions are scheduled. An ice cream social was thoroughly enjoyed. Christmas Fund activities are coordinated from the Center.

The Salem Senior Choral Group entertains residents of retirement and nursing homes in Salem and surrounding communities and are well received wherever they go. They also raise money for the benefit of the Greater Salem Caregivers. The

singers received the 1997 Governor's Volunteerism Award/State of New Hampshire for Rockingham County, Group category.

Seminars and informal discussions were held on the following subjects: Tufts Health Plan for Seniors; Benefits of Chiropractic Care and How to Free Yourself of Pain; Therapeutic Approach to Incontinence; Retirement and Estate Planning; Cholesterol and the Heart; The Importance of Annual Mammogram; Medicare & Home Care. Registered pharmacists came to "Brown Bag" medications for the Seniors.

Respectfully submitted,

Sally Sweet
Elder Services Coordinator

ENGINEERING DEPARTMENT



*James Brown,
Senior Engineer*

The Engineering Department provides the Town of Salem, its residents, businesses, development community, construction community, staff, Boards and Commissions with a variety of services related to the field of Municipal Engineering. We review the design plans and specifications of the subdivision developments; site developments; water, sewer and drainage systems; septic and well systems and roadways that become our residents neighborhoods and the community's businesses. In doing so the Engineering Department reviews the plans for compliance to regulations and codes while keeping in mind that the design must be functional and maintainable.

After the various plans and specifications have been deemed to comply and are approved the Engineering Department then is responsible for over seeing the implementation of the plans during the construction phase.

In the construction phase of development the Engineering Department issues the pertinent permits of the following permits: subdivision construction permit, street opening permit, septic system permit, well permit, sewer connection permit, grease interceptor permit, water connection permit, driveway permit and gas permit; and provides inspection services for the construction of the various utilities, driveways, roadways and associated improvements of the developments.

Other important functions the Engineering Department provides during the construction phase are setting and monitoring the bonding requirements of the various developments and contractors; and reviewing the subdivision as-builts and deeds for roadways that are proposed to the Town for acceptance.

The Engineering Department is also responsible for working with and overseeing the expansion of public utilities in existing rights-of-way and issuing the associated permits, petitions and licenses. We also work very closely with the Health Department on septic system failures and tatoo establishment inspections and licensure. We provide engineering support and services for the Public Works Department, Capital Projects Department, Town Managers Office, and other various departments, boards and commissions as needed. We also work very closely with the Information Services Department in the development of the GIS system.

We maintain and manage maps and records associated with the Engineering Department and provide copies of maps to the extent possible. We work very closely with the Assessing Department and Information Services in updating the tax maps.

We provide information to the general public, various engineers, surveyors, septic designers, contractors, developers, realtors and businesses etc. that call and visit our office.

Once again we have had an extremely busy year and it looks like we will have another in 1998. We experienced increases in site/subdivision plans and septic plans submitted for review again putting this year as one of the top two years for the past 11 years for both of these. We also had significant increases in the number of permits issued, inspections performed, visitors to the office and phone calls received.

Again I would like to thank Joe Chamberlain and Shirley Begg for all their hard work and dedication during an extremely busy and trying year for a job well done.

I would also like to thank all the people that we worked with over the past year for their patience as

it has become more and more difficult to provide our services in a timely fashion. Thank you again.

Respectfully submitted,

James S. Brown
Senior Engineer

FINANCE DEPARTMENT



*Frances Bernard,
Finance Director*

During 1997, the Finance Department was able to achieve one of its long-standing goals. That goal was the establishment of a fixed asset inventory system. The fixed assets (e.g., land, buildings, machinery, etc.) needed to be inventoried, valued, classified and tagged. In addition, an accounting system needed to be established to maintain and

control the fixed asset inventory

Inadequate fixed asset records continue to be one of the major causes of deficiencies in local governments' financial statements. The Town of Salem has been no exception and the lack of a fixed asset accounting system has been noted in the Town's annual financial audit for a number of years.

The Town employed the services of American Appraisal Associates to assist us with the inventory and valuation information to establish an operational fixed asset management system. This represents a significant enhancement to the Town's financial reporting capabilities.

Respectfully submitted,

Frances A. Bernard
Finance Director

FIRE DEPARTMENT



*John Nadeau,
Fire Chief*

1997 was a year of significant change for your Salem Fire Rescue Department. The Board of Selectmen made a strong policy statement by setting a 1997 spending limit for this department. We began the year with a challenge, to absorb a \$175,000 budget reduction, to find greater efficiency, to maximize our service levels, to protect our community, and to do it within budget.

Our management team responded to the challenge. With support from the Town Manager and Human Resource Director, we introduced and implemented a departmental reorganization. The re-organization affected a total of 24 positions, over one third of the department.

Three full time positions were eliminated through attrition. There were no lay-offs.

As a result of the re-organization, we were able to restore minimum staffing to four on-duty companies, we added two paramedics to augment advanced life support services, we improved support services in the areas of fleet, buildings and grounds, EMS, hazardous materials, communications, equipment, and training.

In essence, service levels were restored and improved, layoffs were avoided, we absorbed a \$175,000 operating budget reduction, we completed scheduled purchases and projects, and completed the year with a budget surplus.

The concept of re-engineering, re-invention, re-organization and downsizing is not new to the public

or private sectors. It brings with it significant change to the organizational structure and it threatens long standing organizational culture (values, traits and beliefs). Efficiency and productivity are increased, yet personal losses are many. In our case, no one lost their job, however, many were forced to take pay reductions and reductions in rank. Several employees saw their career ladder opportunities diminished. Some had difficulty accepting these organizational changes.

To the credit of our employees, their commitment to consistent quality customer service never wavered. Quality customer service delivery remained our number one priority throughout the re-organization process. In the face of major re-organizational change, our people remained committed to maintaining our status as the Town's number one customer service agency.

While the re-organization was very time consuming, a number of programs and projects were also completed, enhancing the quality, quantity and efficiency of our service delivery system. These included:

1. A complete revision to the Town's Emergency Management Plan.
2. Refurbishment of Engine Four, a 1985 Mac Pumper, completed to provide us with another 12 years of service.
3. Construction of new forestry vehicle, on a 1987 Military Surplus Chassis, replacing a 1967 vintage model.
4. Completion of our Energy Conservation Grant project from the Governor's Office at all three of our fire stations.
5. Continuing site remediation efforts of former underground gasoline tank sites at Central and South fire stations.
6. Establishment of a basic and advanced life support service quality assurance program and written customer service standards.

7. Introduction of a paramedic intercept vehicle, improving advanced life support service efficiency and availability.

On the operations front, 3250 emergency incidents were managed. For the third consecutive year we experienced zero fire deaths.

8. Placement of two new automated external defibrillators in service.

This report is concluded with a listing of our response statistics for the last five years, training topics undertaken and our fire prevention activity.

9. Restoration and enhancement of the department's fire protection and emergency medical service library.

Respectfully submitted,

John R. Nadeau

Fire Chief

10. Revision of the Town's ambulance billing policy.

Salem Fire Rescue Emergency Response History

	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>	<u>1997</u>
FIRE					
Structure Fires	48	72	69	72	50
Vehicle Fires	54	82	64	71	80
Woods/Grass Fires	85	125	173	109	103
Other Fire Emerg.	249	216	210	339	291
Service Calls	132	121	114	215	91
Accidents/Medical Support	487	568	675	661	347
Fire Alarm Activations	443	469	519	451	336
Malicious False Alarms	18	28	43	44	24
Mutual Aid	32	23	28	26	20
Hazardous Materials	77	99	85	112	82
Totals	<u>1,625</u>	<u>1,803</u>	<u>1,980</u>	<u>2,110</u>	<u>1,424</u>
EMS					
Rescue 1 (Central)	1,283	1,280	1,481	1,406	1,197
Rescue 2 (North)	309	314	346	368	391
Rescue 3 (South)	429	530	607	625	806
Totals	<u>2,031</u>	<u>2,124</u>	<u>2,434</u>	<u>2,399</u>	<u>2,394</u>
Total Fire & EMS	3,656	3,927	4,414	4,499	3,818
Ambulance Transports	1,487	1,575	1,630	1,540	1,595
Advanced Life Support Calls	0	0	655	693	530

*Fire Prevention***Inspection Totals**

Automatic Extinguishing Systems	7
Building Plans	10
Certificate of Fitness	173
Certificate of Occupancy	122
Complaint Investigations	37
Compliance Inspections	70
Construction Inspections	4
Consultations	55
EMS Response	15
Fire Alarm Systems	36
Fire Alarm Plan Review	6
Fire Drills	22
Fire Investigations	8
Fire Lane Violations	12
Fire Response	21

Flammable Liquids Installation	11
Haz-Mat Response	2
Knox Box Service	15
LPG Installation	142
Oil Burner Installation	113
Public Education Presentation	18
Public Assist	6
Routine Inspections	67
Site Plan Review	67
Sprinkler Systems	44
Sprinkler Plan Review	7
Technical Assist	2
Underground Tank Removal	17
Wood Stove Installations	17
Total	1,126

SOUTHEASTERN N.H. HAZMMAD*(Southeastern N.H. Hazardous Materials Mutual Aid District)*

The Southeastern New Hampshire Hazardous Materials Mutual Aid District is organized as a regional solution to the hazardous materials problem. The purpose of the District is to prepare our communities, regionally, for responses to hazardous materials incidents, both with training and equipment. The 14 communities that comprise the district are: Auburn, Atkinson, Chester, Danville, Derry, East Derry, Hampstead, Hooksett, Litchfield, Londonderry, Pelham, Plaistow, Salem, and Windham.

The District is managed by an Operations Committee, consisting of a Chief Officer from each member community, who carries out the day-to-day business of the organization; and a Board of Directors, consisting of an elected or appointed member of municipal government in each community, who provide oversight and fiscal management.

District resources include two response trailers, equipment with generators, oil spill and decontamination equipment, and chemical reference material. The District also owns a response truck

equipped in the same manner as the trailers. Equipment upgrades to the Derry Fire Department Special Services Vehicle and the Pelham Fire Department Rescue Truck enable these vehicles to function as mobile command posts, complete with computerized reference software, as well as radio, fax, and cellular communications. A new trailer is located in Londonderry, equipped with mass casualty supplies, which is available to respond to any member community.

Since the incident command system is mandated by law at a hazardous materials incident, the District has devised an on-call notification system whereby a member community may request Chief Officers from member communities to staff positions in the incident command system.

Six technician team leaders, and twenty-four team members are now on-call to respond to member communities, to conduct research, advise the incident commander on control activities and safety, and fill incident command system staff positions. They also assist member communities with planning, since the District has been recognized as a regional Local

Emergency Planning Committee, to comply with SARA Title III of the federal regulations governing hazardous materials. This allows the District to be eligible for Emergency Management Assistance funding.

On October 1, the District's Level "B" hazardous materials response team became operational; the members of which are on-call to respond to any member community to assist with control activities at a hazardous materials incident. The next goal to be accomplished is the movement of the response team from Level "B" to Level "A"; the highest level of control activity at an incident.

The District has and will continue to move forward

to meet our original goal: *To provide the most cost effective manner of responding to a hazardous materials incident.*

Respectfully submitted,

For the Board of Directors

Donald Chase
Commissioner, East Derry Precinct
Chair, Board of Directors

For the Operations Committee

Chief Alan J. Sypek
Londonderry Fire Department
Chair, Operations Committee

HEALTH DEPARTMENT



*Suzanne Doucette,
Health Officer*

The initial Salem-Windham Groundwater Protection Potential Contaminant Site (PCS) inspections have been completed. As commercial/ industrial businesses re-locate in Salem and Windham sites within the Wellhead (GAA) and Watershed (GA1) Protection Areas, they will be added to the list.

Many of the larger inspection sites already had environmental protection programs in place. These programs not only utilize Best Management Practices (BMP) that protect the environment, but they are also cost effective and in some cases protect against liability issues. The New Hampshire Department of Environmental Services, Groundwater Water Protection Program, has been working closely with the Health Departments in Salem and Windham to keep us apprized of compliance issues that develop and the progress at one remaining inspection site.

Several new food establishments have recently opened or are near completion. Nationwide food borne illness outbreaks continue to be a major public health issue. Education and training of food service personnel are important protection tools. The Salem

Health Officer is one of two local Health Officers in New Hampshire on the New Hampshire Safe Food Alliance Board. This newly organized advisory board's mission is to educate food service personnel on safe food handling procedures and to have industry, educators and regulators work cooperatively towards an eventual NH Food Manager Certification Program. As part of the educational initiative, the Safety Awareness in the Food Environment (SAFE) Program was developed by the University of New Hampshire Cooperative Extension. Two 2 ½ hour sanitation and food handling seminars were scheduled in Salem in January at no charge to food service personnel.

Other environmental and public health issues continue to be monitored and enforced as necessary. The association and town beach testing program has had another good year with no beach closings due to high *Escherichia coli* counts. Residents continue to be reminded not to feed the ducks and to properly maintain their septic systems. A new brochure is available in the municipal office building to help monitor maintenance and pumping schedules. Home owners with holding tank properties are reminded that state and local septic system regulations require that pumping receipts be sent to the local Health Officer on a quarterly basis. The mailing dates in Salem are January 1st, April 1st, July 1st and October 1st.

Public input and comments are welcomed.

Respectfully submitted,

Suzanne B. Doucette
Health Officer

HUMAN RESOURCES DEPARTMENT



*Mary Donovan
Human Resources
Manager*

During 1997, the Human Resources Department experienced another major change as it has over the last few years. Perhaps the most significant change was the retirement of Anne Priestley in July. By way of this report, the Town's extends its gratitude to Anne, who served for over 25 years. Anne was called on for many years to juggle multiple tasks, solve everyone's everyday problems and continue to keep the personnel department (and sometime other departments) running.

Personally, I would like to take this opportunity to thank Anne for her guidance and support. Anne is

well known to many in the Salem community. Her knowledge and historical information will never be replaced in Human Resources. She watched many young people grow up in this community to eventually "come on board" as employees. Oftentimes, she would share stories of what had gone on around town many years ago and how this town grew over the last 25 years. She seemed to take pride in the fact that she really knew the heartbeat of the community and worked hard every day at keeping things running smoothly.

Anne spoke what was on her mind and stood by what she believed in, tried to be fair, and above all, committed every day for many, many years to Salem.

Once again, Anne, thank you for your dedication and commitment. We wish you the best in your retirement.

Respectfully submitted,

Mary E. Donovan
Human Resources Manager

HUMAN SERVICES DEPARTMENT



*Robert Loranger
Administrator*

The Town Human Service Department provides emergency and temporary assistance for Salem

residents as defined by State Statute RSA 165. Eligibility is based on need, and is determined each time a formal request for assistance is made through an application process, based on guidelines adopted by the Salem Board of Selectmen. Assistance is provided through vouchers or directly to vendors for such basis needs as food, fuel for heat, utilities, shelter, prescriptions and other necessities. Referrals to other resources, such as State and Federal Programs, food pantries, etc., are made before local tax dollars are utilized whenever possible.

Liens, according to State Law are placed on properties and future settlements of those assisted.

In 1997 the Town was reimbursed over \$22,000 for past assistance provided. Some recipients, if able, reimburse the Town through a work program. Reimbursements through the Town Work Program have decreased as a result of an excellent job market where the Town priority is to have clients find work.

The Town in 1997 assisted 185 families and over 435 residents. The budgetary cost for General Assistance in 1997 was \$110,000. The largest

percentage of families assisted were those who work, at the lowest paying jobs, without any benefits, and had no savings to cover unexpected costs.

Respectfully submitted,

Robert Loranger
Welfare Administrator

TOWN FUNDED HUMAN SERVICES

The Town funded the following human services to help serve Salem residents in 1997:

Home Health Care/Clinics \$45,800 was allocated in town funding in 1997. The Town contracted with the Northeast Rehabilitation Hospital located in Salem to provide skilled home visits to Salem frail and elderly residents who do not have the necessary income for these services. Those services will include visits to newborns in Salem. In addition the Town of Salem contracted with the Holy Family Hospital to provide community health clinics for Salem's seniors and Salem's children. Holy Family Hospital provides blood pressure readings on a monthly basis at the Salem Senior Center and glucose screening every other month at the Salem Senior Center. They also provide flu shots for Salem Seniors and those at risk, as well as immunizations for Salem's low income.

Greater Salem Caregivers (GSC) The Greater Salem Caregivers received \$18,750 in Town funding in 1997. GSC provides supportive services, through a network of volunteers to those who are frail, elderly, temporarily or permanently disabled, ill, homebound, and to those individuals with other "special needs." Volunteers provide rides for medical appointments, friendly visits, do errands, chores and minor repairs. Assistance is provided in locating other services, support, and professional care. In 1997 GSC served approximately 351 Salem residents with 4,510 units of service, primarily for transportation to medical appointments. GSC also provides free workshops and training in: "Driving for Mature Drivers," "Children of Aging Parents,"

and provides a "Fall Clean-up Day" for elderly Salem residents.

A Safe Place/Women's Resource Center/Rape and Assault Center These three agencies together received a total of \$3,500 of Town funding in 1997. They provided direct services to battered women and their children including emergency shelter, a 24-hour crisis intervention hotline, court advocacy in obtaining protective restraining orders, support groups, peer counseling, in-shelter children's program, emergency transportation and referrals to community agencies and resources. These services are crucial if women and children are to be able to make transition out of abusive living situations, and live free from violence. More than 189 individuals were assisted with over 757 units of services in 1997. A Safe Place has a drop-in center with part-time hours for the Greater Salem area. Their local telephone number is #890-6392.

Retired Senior Volunteer Program (RSVP) RSVP received a \$4,000 Town allocation in 1997. RSVP seeks to provide a recognized role in the community and a meaningful life retirement for older Americans 60 years and over. The RSVP program is people helping people, volunteers sharing their skills of a lifetime to support their communities. In 1997 Salem's RSVP volunteers contributed over 28,000 hours to 23 nonprofit agencies, such as the Salem Boys & Girls Club, SalemHaven Nursing Home, Millville Arms Association, Salem Association for Retarded Citizens, Salem Meals on Wheels, Greater Salem Caregivers, etc.

Big Brothers/Big Sisters Program The Big Brothers/Big Sisters received \$14,500 in Town funding in 1997. The purpose of Big Brothers/Big Sisters is to provide 7-14 year old children from single parent families with consistent, one-to-one long term relationships with capable, caring adult volunteers. The program seeks not only to prevent problems but to promote healthy growth and development of boys and girls through the friendship and positive role model of a Big Brother/Big Sister. In 1997 there were 38 Little Brothers and Little Sisters matched with Big Brothers and Big Sisters.

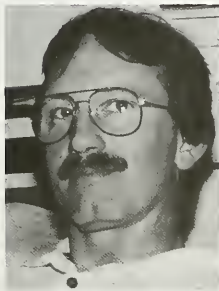
Rockingham County Community Action Program (RCCAP) RCCAP received \$22,190 in 1997. RCCAP'S mission is to serve the needs of the areas low income residents by assisting them in coping with the hardships of poverty. RCCAP has an outreach office in Salem and provided 244

residents with \$108,575 of fuel assistance this year. It has also provided Salem residents with other services, WIC Program services, food, crisis assistance, lifeline services to the isolated elderly and disabled, etc. The total value of services to Salem residents was over \$590,353.

Rockingham Nutrition Meals On Wheels

Rockingham Nutrition Meals On Wheels received \$4,826 in 1997 from the Town of Salem. The Nutrition Program provides hot noon lunches at the Salem Senior Center on Lawrence Road, five days a week and delivers noon meals to those residents who are homebound. Last year the Nutrition Program provided meals to 309 Salem residents. Provisions are provided for two meals a day if needed. A grand total of 23,019 meals were provided for the Salem site. The Nutrition Program telephone number is #893-2137.

INFORMATION SERVICES DEPARTMENT



*John Bernard
Information Services
Manager*

Salem's Information Services Department is charged with providing technology related services to all departments at the Town Hall, the Police Department, the Fire Department, the Public Works Department, the Water Treatment Plant and the Senior Center. These services include the procurement of computer hardware, software, supplies, and training tools. They also include software development, systems and data security, hardware and software training, hardware and software maintenance and technical support for the Town's computer users.

Following is a brief description of the major projects we worked on this year.

1) Progress towards the Town's Geographic Information System (GIS) was significant this year. In essence, a GIS is an 'electronic mapping' system. The final product will be a versatile, electronic planning tool that integrates map related information with text-based data to form a complete electronic picture of the town's infrastructure. In the spring of 1997 aerial photography of the entire town was taken. Extracted from the aerial photography were several "layers" of geographic information. Those layers include all surface objects that were visible from the photographs down to objects the size of a manhole cover. This data was still coming in at the end of 1997 and won't be converted to a usable GIS format until all the data is in. The data gathered from the flyover will greatly enhance the value of the GIS as a planning tool. It will also aid in the town wide revaluation that will begin in 1998. The GIS project has been a high priority for the I.S. department and will continue to be for the foreseeable future.

2) The Town government's official Internet web site went on-line in 1997. At this point the intention of the site is to present general information about the town of Salem. You can find maps on how to get to Salem, information about town facilities, telephone numbers of municipal departments, lodging and church information, information about the local government structure and town demographics. Also posted on the site are documents like Land Use Controls, Subdivision Regulations, Zoning Regulations, Site Plan Review and the Town Report. Much more work is still to be done. When internal networking capabilities improve, it is our intention to have each department post and maintain departmental information on the web site. Long range plans have the web site used for Internet Commerce. The Internet web site address is <http://www.ci.salem.nh.us>.

3) An early attempt has been made at reducing the need for paper storage of old computer reports. Many old Resident Tax warrants have been scanned into an imaging system for electronic archiving. These kinds of efforts will continue in the future.

4) The telephone billing system was switched over from paper to electronic billing this year. The Finance Department played a key role in that transition. Instead of receiving stacks of paper bills that had to be manually broken down, we now receive all local and long distance bills in electronic format.

5) Much technology was brought in this year. 1997 was the first year of three to get our PC technology up to minimum standards to help meet today's

computing demands. We are beginning the process of converting our PC network environment to a client/server model using Windows NT. Major improvements were made to the PC network at the Town Hall, Fire Department and Police Department.

6) Internet email capabilities were added recently. Now, email can be sent and received from the desktop to anywhere in the world. Internet email is fully integrated with the internal email system.

7) The Resident Tax application was re-written to prepare for "one stop shopping" in the Town Clerk/Tax area. All computerized functions like automobile registrations & titles, dog licensing, property tax, resident tax and landfill stickers will be redesigned and rewritten to enable this new philosophy of "one stop shopping". A customer will be able to go to one window and process all of the above transaction types at once. All of these applications will be designed as "Year 2000 Compliant" in the process.

The mission of the Information Services Department is to maximize productivity and efficiency through automation. In that regard, I want to sincerely thank my partners, Karen Landry and Brian Clapp, for doing their part towards the achievement of that goal. I also want to wish Brian the best in his new adventure with the Town of Stoneham, MA.

Respectfully submitted,

John A. Bernard
Information Services Manager

PLANNING DEPARTMENT



Ross Moldoff
Planning Director

The Planning Department consists of Planning Director Ross Moldoff and Administrative Secretary Lydia Fortier. Our first responsibility is administering the Towns planning laws, including zoning, subdivision, site plan, and other regulations. This involves extensive dealings with the public, reviewing plans and proposals, inspecting sites, working with other staff, consultants, and applicants, and arranging Planning Board meetings. In 1997, the Planning Board met 28 times and reviewed 111 agenda items.

We also provide staff support to the Conservation Commission, which met 12 times and reviewed 29 plans in 1997.

Our second major responsibility is long-range planning for the community. This involves updating and implementing the Town's Master Plan, proposing new regulations to control land development, helping to prepare the Capital Improvements Plan and working on a variety of miscellaneous planning projects. Significant long-range planning accomplishments in 1997 included revising portions of the Site Plan Regulations and Planning Board Bylaws, reorganizing and updating the Subdivision Regulations, finalizing the Recreation Master Plan, and preparing 12 zoning amendments for consideration at 1998 Town Meeting.

Other Planning Departments highlights in 1997 included:

- Designing a customer service survey.
- Coordinating approvals for a new Town Forest parking lot on Route 111.
- Working with the Conservation Commission to acquire and protect conservation land on Budron Avenue, Town Farm Road, off Zion Hill Road and off Pelham Road.
- Working with consultants to update the Road Impact Fee system and to review Prime Wetlands mapping criteria.
- Pursuing approvals for road improvements to the Pelham Road/Keewaydin Drive and Route 111/Route 28 intersections.
- Coordinating the Garden Club's Commercial Landscaping Awards.
- Participating on the Rockingham Economic Development Corporation's Board of Directors
- Providing assistance with a grant application for the Senior Center
- Investigating numerous planning-related, code enforcement complaints.
- Collecting over \$35,000 in school impact fees and \$160,000 in road impact fees.

We urge citizens to participate in the planning process by reading the Town's Master Plan and Land Use Controls Book, attending or watching meetings, voicing their opinions in person or by mail, volunteering for subcommittees, or visiting the Planning Department office.

We thank everyone who worked with us in 1997 and we look forward to another productive year in 1998.

Respectfully submitted,

Ross A. Moldoff
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We thank everyone who worked with us in 1997 and we look forward to another productive year in 1998.

Respectfully submitted,

Ross A. Moldoff
Planning Director

POLICE DEPARTMENT



Stephen Mac Kinnon
Police Chief

In 1997 the Salem Police Department consisted of 55 sworn police officers (an authorized strength of 50 officers with five officers being covered by various grants). These grant positions have allowed us to return to the 1990 staffing level, a level which has not risen since 1986. We continue to find that this lack of an adequate staffing level directly impacts on our capacity to investigate calls for service as well as an inability to adequately deliver services to the community.

Personnel: In 1997 we saw the retirement of Lieutenant Frank Grzasko, a 21 year veteran of the police department. His contributions to the community were extensive and the vacancy he has created within the agency will be difficult to fill.

Also leaving during the year were Officers Thomas Gallagher, Bonnie Brooks and John Lilly. Each of these officers were valuable assets in our efforts to deliver services and will be missed. We wish them well in the future endeavors. Officers Wesley Decker and James Chase were appointed to fill two of the vacancies; we anticipate being back up to full staffing again in the opening months of the new year.

George Murray took on the new position of Youth Liaison with added responsibilities beyond the position vacated by Juvenile Officer Brad Mulhearn. Also in 1997 Rhonda Eason joined the Records Department under a federal grant. One of her primary duties is to enter the thousands of pawn entries into the computer system. This is an arduous

task which has already gleaned results. We welcome each of our new employees and look forward to the contributions they will be making.

Criminal Activity: 1997 will best be remembered by the investigation of the double homicide of two young people. This was a saddening time for the whole community. We took little solace in the fact that suspects were captured and charged. We took pride in the efforts of the investigators involved who carried out a complicated investigation in the most difficult of circumstances.

While the nation continues to experience a general downturn on the crime rate, Salem continues to see increases. This can be attributed to a number of factors including the large transient population which we serve, staffing levels that have not kept up with the town's expansion, increased criminal opportunities, and a lack of real crime prevention efforts.

In 1997 Salem experienced a 13.27% increase in our Part I crimes. Part I crimes are those major crime categories that include homicide, robbery, burglary, motor vehicle thefts, arson, assaults, and property theft. Additional statistics suggest we maintain an adequate clearance rate (those incidents that are solved) but without adequate staffing we never truly have an opportunity to decrease this crime trend. The following are some statistics for general information purposes:

Calls for Service	32,316
(Criminal calls - 20,448)	
(Non-criminal - 11,868)	
Mileage Patrolled	401,556 miles
Burglary	124
Stolen Vehicles	304
Assaults	224
Sex Offenses	33
DWI Arrests	171
M/V Accidents	1,393
Alarms	2,147
Robbery	15

Thefts 1,353
(Shoplifting - 506)

M/V Summons and Warnings 9,613
Adult Arrests 1,926
Juvenile Arrests 336

Services to the Community: In 1997 we established a Traffic Accident Reconstruction (TAR) Team. A team of specially trained officers now are available to investigate fatal motor vehicle accidents and other vehicle collisions that require highly technical skills to successfully review the incident. We have used their skills on a number of occasions this past year.

During 1997 we consolidated a number of functions under a newly formed Community Services Unit. All youth intervention and juvenile investigations will be focused under this unit as well including safety education and eventually crime prevention programs. Each employee in this unit has special training and skills; we are also establishing links between this Unit and the schools, the courts and various social service agencies to improve our

effectiveness.

Additional Comments: Finally, 1997 saw an expansion of equipment and grant activity. We now have laptop computers in each of the front line patrol cars and anticipate 1998 will see an expanded role for their use. We have been building a database for our computer system all during 1997 which will go on line in early 1998 and will aid us in the delivery of police services. Individual upgrades in uniforms and equipment will allow us to be more efficient in performing our duties.

We appreciate the ongoing support we have received from the residents of Salem. We would encourage you to call any time you have comments, criticisms, or suggestions on how we might better serve you. I wish to thank the Board of Selectmen, Town Manager and other town departments for aiding us to achieve our mission.

Respectfully submitted,

Stephen Mac Kinnon
Chief of Police

PUBLIC WORKS

ADMINISTRATION



*Raymond King
Public Works Director*

1997 was an eventful year at the Department of Public Works. The year began with Bill Duma as the Acting Director until Raymond D. King was

hired in September. Shortly thereafter Mr. Duma left to join his family at their retirement home in Vermont where he is, coincidentally, the Town's Highway Superintendent. Bill left the town after having dedicated 15 years to its support.

The Arlington pipeline did go on line for the first time in 1997 and has functioned very well. We have been fortunate to have received enough precipitation that water has not been a concern, but even in the driest of years the added capability should virtually eliminate any problems in the foreseeable future. The proposed addition of a third water tower in 1998 would add to the storage capability of the Town and further reduce the impact of any drought situation.

The new tower, if approved, will also aid in boosting the water pressure in those areas where more has been desired. All in all it was a very productive year from a dedicated and hard-working group of employees.

Respectfully submitted,

Raymond D. King
Director

PARKS & PROPERTIES DIVISION

Parks: This Division is responsible for a part of the maintenance on 25 Town owned buildings and many other Town owned properties throughout the Town, 2 Town Beaches, 4 Tennis Courts, 16 Ballfields, 1 Soccer Field, 2 Playgrounds and 2 Small Parks. The maintenance begins on these fields when the season begins in late April and until playoffs end in late October.

Properties: This year the Parks & Properties Division completed several remodeling projects to Town owned buildings which included the Public Works Building, Municipal Office Building, Museum, Senior Center and Parks Building.

Cemeteries: We had 90 burials and 28 Cremations in 1997. We have 3 active Cemeteries and 2 Historic Cemeteries which we maintain every year (grass cutting, trimming and leaf cleanup, in the fall). We sold 100 lots this year, none of which were sold on

a pre-need basis. Our expansion program is on schedule with the opening of Section 8 this past spring. We will continue to work on a Master Plan to develop the remaining five (5) acres of land that the Town of Salem owns.

The Parks, Properties & Cemetery Division of the Public Works Department is made up of five dedicated individuals who also respond to winter weather emergencies and are an asset to the Town of Salem and are to be commended for a job well done.

My thanks go to Chris Colella, Terry Boudreau and Gary Goodwin for a job well done.

Respectfully submitted,

Ronald Paul
Parks & Properties Foreman

STREETS & SHOPS DIVISION

Over the past year the Streets & Shops Division was very instrumental in the construction and completion of several major projects within the Town of Salem. Some of these projects included the construction of 12 new catch basins and 1100 feet of drainage pipe, along with the paving of the Haigh Avenue area, and sections of Lawrence Road, South Policy Street, Brookdale Road, Brady Avenue and Hooker Farm Road.

The Streets & Shops Division repaired 71 Catch Basins and associated pipes, cleaned and inspected over 1,500 catch basins, replaced over 500 street and safety-related signs due to vandalism or other sources, used 1,730 tons of hottop and 350 tons of cold patch for various types of normal and

emergency road repairs, cut over 10 miles of roadside brush, and graded 15 miles of gravel roads.

The Streets & Shops Division, working along with several private contractors, installed 100 feet of Guardrail, removed over 20 dead or dangerous trees, painted all traffic lines and road markings, and maintained 45 traffic control signals. Winter maintenance of Salem's 350 lane miles of road consists of 28 Plow routes and 15 Salt and Sand routes. In calendar year 1997 there were five plowing operations, with the annual snowfall totaling 55 inches. There were also 39 Salting and Sanding operations using 6,500 tons of salt and 6,000 tons of sand/salt mix to provide the safest possible driving conditions for our citizens.

The Streets & Shops Division (including the Fleet, Solid Waste and Streets sections) maintains and inspects 62 vehicles and 13 specialized pieces of equipment, excavates and hauls cover material for the wood and brush landfill at the Shannon Road Solid Waste Facility. The Division is on Emergency Call-back status, and responded to over 189 after normal work hour emergency calls during 1997. The Streets & Shops Division is made up of 18 very dedicated and experienced individuals, who are an asset to the Town of Salem, and are to be

commended for a job well done.

Thank You, Wayne Kezer, Ron Mariano, Bill Bailey, Roger Brown, Jay Caffrey, Dave Cantor, Kelly Demers, Chet Lear, Rick Russell, Paul St. Onge, Fred Wallace and Doug Wilay.

Respectfully Submitted

Robert L. Dennis, Sr.
Public Works Superintendent

UTILITIES DIVISION

The year 1997 was truly significant for the Utilities Division as well as for the town as a whole. A new source of water, Arlington Pond was brought on line in January with the completion of the Arlington Pond Pump Station. Testing, startup and shakedown of the new station consumed most of our time during the months of January and February.

In total over 225 million gallons of water were treated from Arlington Pond. This constituted roughly four months of supply for the town. This number will no doubt increase this year as well as in years to come now that the pump station is fully operational and all mechanical and electrical testing is complete.

The new computerized control of the water discharge system on Wheeler Dam was put to a test in April of 1997 when the town experienced heavy rains and large amounts of snow melt. The system reacted as it was programed to and passed this difficult test with flying colors. In addition, the annual fill-up and drawdown of Arlington Pond were both controlled using this new computerized system.

Water Division

Daily operation at the Canobie Lake Water Treatment Facility. Total water pumped from Canobie Lake was in excess of 609 million gallons for 1997. Water pumped and treated from Arlington Pond accounted for another 225 million gallons for a total of 834 million gallons of water treated and pumped into the distribution system. Water filtered at the facility is being monitored by instruments on

a continuous basis. In addition, operators perform laboratory analysis on processed water 3 times per day. Filtered water in the distribution system is tested on a biweekly basis for coliform bacteria as well as chlorine residual. No coliform bacteria was detected in 1997. Salem's drinking water meets all federal and state regulations. We are again in 100% compliance with the federal Safe Drinking Water Act.

The Division conducted phase two of the mandated Lead and Copper monitoring program and I am happy to report that we were well below the mandated action levels. Of the 60 samples taken throughout the town, the action level for lead was exceeded in only 1 and excessive copper was undetected in all samples. For comparison, in 1992 excessive lead was found in 29 samples and excessive copper in 2. This dramatic decrease in the amount of lead leaching from household plumbing can be attributed to the corrosion control treatment done at the Canobie Lake Water Treatment Facility.

Summary of Construction Oversee, assist or Inspection Projects

Water Distribution System Extension:

1. 1,100 feet of 12" pipe installed, Northeastern Blvd.
2. 300 feet of 12" pipe installed, 71 Lowell Rd.
3. 500 feet of 8" pipe installed, Harmony Lane.
4. 1,100 feet of 8" pipe installed, Wesley Lane.

5. 1,100 feet of 8" pipe installed, Iris Ave.
6. 500 feet of 6" pipe installed, Walnut Terrace.
7. 900 feet of 8" pipe installed, Pinewood Rd.
8. 500 feet of 12" pipe installed, Hampshire Rd.
9. 600 feet of 6" pipe installed, Royal Circle.
10. 700 feet of 8" pipe installed, Grove Ave.

High Consumption	15
Low Consumption	2
Calibrate meters	6

In addition to these construction projects the daily operations of the Utilities Division includes the following responsibilities:

Large Service Installation and Extension

1. 450 feet of 8" line, Scudder, Northeastern Blvd.
2. 900 feet of 8" line, Pep Boys, South Broadway.
3. 250 feet of 6" line, Rite Aid, 53 South Broadway.
4. 60 feet of 8" line, Branch Electric, 71 Lowell Rd.
5. 100 feet of 6" line, Video Update, 288 North Broadway.
6. 600 feet of 3" line, 35 Brady Ave.
7. 150 feet of 6" line, 5 Kelly Rd.
8. 450 feet of 6" line, 45 Northwestern Dr.

Other Improvements:

1. 15 Service change overs to abandon 400 feet of redundant line.
2. Install 5 new 8" valves.
3. Install 18 new 6" valves.

Repairs:

1. Repaired 23 Broken water mains.
2. Repaired over 40 damaged fire hydrants.
3. Repaired 8 water service lines.
4. Repaired 47 water service shut -offs.
5. Repaired 18 water main valves.

Water meter services were:

Calibration readings	113
Turn On	88
Final Readings	307
Shut off/winter	71
Test/repairs	304
Certificate of Occupancy	122
Construction Meters	5
Pressure Investigations	15
Meter Update	130
New Meters	100
Re-reads	902

1. Maintain 151 miles of water lines and all water gate boxes (water shut offs).
2. Perform 1040 biannual fire hydrants checks.
3. Performed 370 annual fire hydrant maintenance and flush.
4. All residential water meters 5,624 are read quarterly and repaired when necessary.
5. All commercial water meters 709 are read monthly and repaired when necessary.
6. Inspect and test 716 cross connection devices (backflow check valves).
7. Maintain two 1.5 million gallon water towers, located on Lawrence Road and Howard Street.
8. Maintain Manor Parkway Booster Station which increases water pressure and provides fire protection in the industrial park area.
9. Maintain Route 97 and Salem Street water tie-in stations from Methuen, MA., record and monitor amounts of water purchased.
10. Monitor and maintain two 1.5 million gallon water storage tanks.
11. Responded to over 175 Dig Safe requests for marking of water lines.
12. Conducted 30 hydrant flow tests for calibration of Water System Computer Hydraulic Model.
13. Installed water and sewer service to trailer at Police Station.
14. The testing and inspection of 64 new small services.

Sewer Division

1. The pumps at the Keewaydin Drive lift station were removed and completely rebuilt.
2. Maintain sewer trunk lines (55 miles).
3. Maintain sewer manholes (1,562).
4. Maintain 9 sewer lift stations located on:
 - Commercial Drive

- Twinbrook Avenue
 - Stiles Road
 - Butler Street
 - Keewaydin Drive
 - Freedom Drive
 - Copper Beech Road
 - Haigh Avenue
 - South Policy Street
5. Respond to more than 50 customers calls for possible sewer back-ups.
 6. An inspection and cleaning of 500 feet of sewer line on Rt. 28 was performed in the Spring.

The Utilities Division of the Public Works

Department's responsibility is to provide the town with safe, clean drinking water and reliable wastewater removal. Every year, we strive to provide better service to our customers. As always, we are on call 24 hours a day to respond to pumping emergencies, water main failures, home owner water emergencies and snow removal. I would like to thank members of the Division for their continued hard work and determination in providing the town with this important service.

Respectfully submitted,

M. Joseph Geary
Utilities Manager

RECREATION DEPARTMENT



Julie Kamal
Recreation Director

The Recreation Department offers a variety of activities and special events for all ages. Instructional programs range from youth art classes, swimming lessons, tennis lessons to adult yoga, CPR courses and Open Gym programs. Special events such as the Halloween Costume party for young children had more than 350 in attendance and sporting activities such as the Boston Bruins game, July 4th Celebration, and Disney on Ice were only a few of the activities that the Recreation Department offered in 1997.

Hedgehog Park, the only Town beach is located on Route 38, Lowell Road. Swimming lessons will be offered again during the Summer of 1998. This popular summertime swim area was used daily with nearly 100 season passes purchased by residents

(families and individuals). More than 450 individual residents used the Park through the purchase of a day pass. Many groups, including the Boy Scouts, Church groups and company outings, enjoyed the use of this facility for campouts and picnics.

A Facility Request Form must be submitted to the Salem Recreation Department by all individuals, businesses and organizations interested in using the Town of Salem's ballfields, including the School Ballfields during the summer months and beach facilities. This form is to be at the Recreation Department two weeks prior to the requested date of use of the facility. This permit form can be obtained from the Recreation Department. All permit applications must be 18 years of age or older. Permits will be issued or denied depending on the availability of the facility being requested.

The scheduling of fields, maintenance and overall use of Town and School fields is a coordinated effort of the Recreation Department, Department of Public Works Parks and Property Division, School Department, the leagues and many volunteers. Thanks to all of you for your cooperation and understanding throughout the year!

The Recreation Department and the Field of Dreams, Inc. have worked cooperatively since April 1997 with the Salem Recreation Department now

doing the work of scheduling all activities for the Field of Dreams, Inc. (except the concerts). Any organizations, businesses and individuals who are interested in scheduling an activity at the Field of Dreams must contact the Salem Recreation Department to schedule their activity. We are looking forward to working with the Field of Dreams again this year.

In conclusion, I would like to thank all the Recreation Department's employees: Palmer School staff, life guards, playground staff, special need coaches and especially the Recreation Secretary Esther Lucey. Esther is no longer with the Recreation Department. She terminated her

employment with the Town in November of 1997 to pursue a career in private industry. We wish her the best. The new Recreation Secretary is Jeanine Bannon, help me welcome her to the Recreation Department.

Once again, thanks for a successful 1997. We look forward to offering you many programs in the upcoming year.

Respectfully submitted,

Julie Kamal
Recreation Director

TAX COLLECTOR



*Cheryl Bolouk
Tax Collector*

It is my pleasure to serve as Tax Collector for the Town of Salem. The office of the Tax Collector is responsible for collecting the following revenue: property taxes; resident taxes; yield and current use taxes; Town utility fees and all permits and fees issued by other Town departments.

In 1997, the Board of Selectmen and Town Manager authorized implementation of "one stop shopping" at the collection windows in order to better serve the public. At their request, the Town Clerk and I

instituted a plan to allow that function by cross training the clerks in both office functions. In 1998, we hope to have this plan in place which will provide the public with the opportunity of paying utility bills, taxes and permits when registering automobiles.

I enjoy working for and with the people in the community. Handling telephone inquiries from banks, mortgage companies, attorneys' offices and the general public in a courteous and timely manner are a major departmental responsibility.

I would like to take this opportunity to thank my deputy, Gail Watts, for her dependability and accuracy in our record keeping; and clerks Toni Sullivan and Patricia Carter for their dedication in serving the public.

Respectfully submitted,

Cheryl-Ann Bolouk
Tax Collector

TAX COLLECTOR'S REPORT

FOR THE MUNICIPALITY OF SALEM, NH

YEAR ENDING DECEMBER 31, 1997

MS-61

DR.	1997	1996	1995	PRIOR
ON LEVIES OF				
UNCOLLECTED TAXES				
- BEG. OF YEAR:				
Property Taxes	xxxxxxxxxx	1,910,232	86	
Resident Taxes	xxxxxxxxxx	37,280	13,750	
Land Use Change	xxxxxxxxxx			
Yield Taxes	xxxxxxxxxx	1,213		
Utilities	xxxxxxxxxx	429,072		
TAXES COMMITTED				
- THIS YEAR				
Property Taxes	40,039,617		xxxxxxxxxx	xxxxxxxxxx
Resident Taxes	199,810	2,110	xxxxxxxxxx	xxxxxxxxxx
Land Use Change	10,000		xxxxxxxxxx	xxxxxxxxxx
Yield Taxes	702	1,985	xxxxxxxxxx	xxxxxxxxxx
Utilities	3,846,820		xxxxxxxxxx	xxxxxxxxxx
OVERPAYMENT:				
Property Taxes	46,353	81,438		(84)
Resident Taxes	10	42		
Land Use Change				
Yield Taxes				
Interest Collected				
On Delinquent Tax	26,206	120,211	4	
Collected Resident				
Tax Penalties	454	1,527	78	
TOTAL DEBITS	<u>44,169,972</u>	<u>2,585,110</u>	<u>13,918</u>	<u>(84)</u>

TAX COLLECTOR'S REPORT

FOR THE MUNICIPALITY OF SALEM, NH

YEAR ENDING DECEMBER 31, 1997

MS-61

CR.	***ON LEVIES OF***			
	1997	1996	1995	PRIOR
REMITTED TO TREASURER DURING FY:				
Property Taxes	38,313,236	1,905,590	86	(84)
Resident Taxes	163,030	15,302	780	
Land Use Change	10,000			
Yield Taxes	702	3,059		
Utilities	3,406,848	429,072		
Interest	26,206	120,211	4	
Penalties	454	1,527	78	
Conversion to Lien				
DISCOUNTS ALLOWED:				
ABATEMENTS MADE:				
Property Taxes	5,283	86,080		
Resident Taxes	6,450	16,270	12,970	
Land Use Change				
Yield Taxes				
Utilities	4,224			
Current Levy Deeded				
UNCOLLECTED TAXES - END OF YEAR:				
Property Taxes	1,767,451			
Resident Taxes	30,340	7,860		
Land Use Change				
Yield Taxes		139		
Utilities	435,748			
TOTAL CREDITS	44,169,972	2,585,110	13,918	(84)

TAX COLLECTOR'S REPORT

FOR THE MUNICIPALITY OF SALEM, NH

YEAR ENDING DECEMBER 31, 1997

MS-61

DR.	***ON LEVIES OF***			PRIOR
	1996	1995	1994	
Unredeemed Liens				
- Bal. at Beg. of Fiscal Yr.		604,310	430,576	28,563
Liens Executed				
- During Fiscal Yr.	967,482			
Interest & Costs				
- Coll. After Lien Execution	31,797	71,870	104,724	11,665
Overpayments		1,003	1,906	
TOTAL DEBITS	<u>999,279</u>	<u>677,183</u>	<u>537,206</u>	<u>40,228</u>

CR.

REMITTANCE TO TREASURER

Redemptions	428,503	286,556	421,861	8,079
Int./Costs (After Lien Execution)	31,797	71,870	104,724	11,665
Abatements of Unredeemed Taxes	1,842	2,460	1,577	
Liens Deeded To Municipalities	5,648	5,269	4,632	
Unredeemed Liens				
- Bal. End of Year	531,489	311,028	4,412	20,484
TOTAL CREDITS	<u>999,279</u>	<u>677,183</u>	<u>537,206</u>	<u>40,228</u>

TAX COLLECTOR'S SIGNATURE

Cheryl-Anne Belouk

DATE:

1-30-98

TOWN CLERK



*Barbara Lessard
Town Clerk*

The Town Clerk's office had a very busy year in 1997. For the fifth year in a row, there was a marked increase in motor vehicle tax revenues. The increase was almost \$240,000 over 1996. Other revenues are shown in the statistical report of the Town Clerk, almost all of which show an increase over 1996.

The Town Clerk's office offers a variety of services to residents and businesses. It is responsible for auto registrations and title applications, marriage licenses, vital statistics, dog licenses, town records, voter registration applications and information, elections, UCC's, tax and other liens and attachments, dredge and fill applications, pole permits, Articles of Agreement (non-profit filings), oaths of office and

Sheriff's writs.

We are anticipating an exciting year in 1998. At the request of the Manager and the Board of Selectmen, the Tax Collector and I have initiated a plan to cross train our clerks in both office functions in order to serve the public more easily and efficiently. Hopefully within the next few months, residents will be able to have one stop shopping at the collections windows. You will be able to pay your taxes and water bills and at the same time register your cars and dogs. We are looking forward to this innovative way to better serve the public.

There were a number of personnel changes in 1997 in the Town Clerk's office. Barbara LaPointe and Deanna Tetreault resigned and in January 1998 we welcomed Mary Ann Bell as a new part time clerk. I would like to thank Jacqueline Delaney who recently was hired as a full time clerk, Mary Fawcett my deputy clerk and Ruth Hayes our part time bookkeeper for their dedicated public service and consistent professionalism.

Respectfully submitted,

Barbara M. Lessard
Town Clerk

Vital Statistics --- 1997

Recorded in Town Clerk's Office:

Marriages	556
Births (Born in Salem)	0
Deaths	
Salem Residents--Died in Salem	74
Salem Residents--Died in other towns	64
Non-Residents----Died in Salem	17
Non-Residents----Buried in Salem	28

Receipts - 1997

Automobile Tax Permits	\$3,178,661.00
1997 (32,418)	
Title Fees	12,420.00
Marriage License Fees*	22,496.00
Certified Copy Fees**	8,182.00
Dog License Fees***	
1996 (36)	357.00
1997 (3,119)	22,210.50
Elections	491.00
Uniform Commercial Code & Other Liens	20,965.75
Collection Fees	740.00
Filing Fees	9.00
Recording Fees	61.00
Legal Fees - Dogs	2,550.00
Dredge & Fill Applications	160.00
Pole Permits	00.00
Dog License List	125.00
Postage	69.77
Miscellaneous Receipt (Writs \$2.00-Copies \$104.00)	106.00
	<hr/>
	\$3,269,604.02

*Less Remittance to State of NH for Marriage License Fees	-22,496.00
--	------------

**Less Remittance to State of NH for Certified Copy Fees (520 copies @ \$6.00 ea. = \$3,120.00) (493 copies @ \$3.00 ea. = \$1,479.00)	- 4,599.00
--	------------

***Less Remittance to State of NH for Dog License Fees (3,268 Licenses @ .50 ea. - \$1634.00)	-1634.00
---	----------

***Less Remittance to State of NH for Animal Population Control Fees (3,155 Licenses @ \$2.00 ea - \$6310.00)	- 6,310.00
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\$3,234,565.02

SALEM DISTRICT COURT

The Honorable Robert D. Marshall, Presiding Justice of the Salem District Court from 1976 to 1997, retired in June of 1997. The community honored Judge Marshall with a testimonial attended by a capacity crowd, during which presentations were made by the United State Senate and House, the New Hampshire Senate and House, Governor Shaheen and the Executive Council, his judicial colleagues and many others. The Salem District court takes this opportunity to thank Judge Marshall for his years of dedicated service to the bench and to wish him and Helen many years of health and happiness.

The Honorable John A. Korbey was sworn in as the Presiding Justice of the Salem District Court on October 17, 1997 by Governor Jeanne Shaheen, following nomination and unanimous confirmation by the Executive Council. Judge Korbey had been the Presiding Justice in the Auburn District Court since 1976, and is also the Supervisory Justice of the Family Division in Rockingham County. Judge Korbey assumed his duties in Salem on October 21, 1997.

The year 1997 saw an increase of approximately six percent in the caseload of the court. The court also houses one location of the Rockingham County Family Division, which processed nearly one

thousand juvenile, domestic violence and marital cases in 1997. The Family Division pilot program has now been in existence for eighteen months and, according to the evaluation recently completed by a national court consultant, has either accomplished or is well on its way to accomplishing all of the goals established for it by the New Hampshire legislature. The Family Division continues to have, as its primary goal, the fair, prompt and uniform resolution of family disputes in a less adversarial atmosphere, making judicial involvement the option of last resort in divorce, custody and juvenile cases. The Family Division encourages the use of alternative dispute resolution in all cases, especially utilizing a diversion program in juvenile cases.

The Greater Salem Council Against Domestic Violence continues in its goals to educate the public in the prevention of domestic abuse.

The staff of the Court looks forward to working with the greater Salem academic, law enforcement and business population in an effort to maintain the quality of life and safety in our communities.

Respectfully submitted,

John A. Korbey
Justice

FINANCIAL

REPORTS

PLODZIK & SANDERSON

Professional Association/Accountants & Auditors

193 North Main Street • Concord • New Hampshire • 03301-5063 • 603-225-6996 • FAX-224-1380

INDEPENDENT AUDITOR'S REPORT ON FINANCIAL PRESENTATION

To the Members of the
Board of Selectmen
Town of Salem
Salem, New Hampshire

We have audited the accompanying general-purpose financial statements of the Town of Salem as of and for the year ended December 31, 1996. These general-purpose financial statements are the responsibility of the Town's management. Our responsibility is to express an opinion on these general-purpose financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards and *Government Auditing Standards* issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the general-purpose financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the general-purpose financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall general-purpose financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

The general-purpose financial statements referred to above do not include the general fixed assets account group which should be included in order to conform with generally accepted accounting principles. As is the case with most municipal entities in the State of New Hampshire, the Town of Salem has not maintained historical cost records of its fixed assets. The amount that should be recorded in the general fixed assets account group is not known.

In our opinion, except for the effect on the financial statements of the omission described in the preceding paragraph, the general-purpose financial statements referred to above present fairly, in all material respects, the financial position of the Town of Salem, as of December 31, 1996, and the results of its operations and the cash flows of its nonexpendable trust funds for the year then ended in conformity with generally accepted accounting principles.


Our audit was made for the purpose of forming an opinion on the general-purpose financial statements taken as a whole. The combining and individual fund financial statements listed in the table of contents are presented for purposes of additional analysis and are not a required part of the general-purpose financial statements of the Town of Salem. Such information has been subjected to the auditing procedures applied in the audit of the general-purpose financial statements and, in our opinion, is fairly presented in all material respects in relation to the general-purpose financial statements taken as a whole.

Town of Salem

Independent Auditor's Report on Financial Presentation

In accordance with *Government Auditing Standards*, we have also issued a report dated February 28, 1997 on our consideration of the Town of Salem's internal control structure and a report dated February 28, 1997 on its compliance with laws and regulations.

February 28, 1997


PLODZIK & SANDERSON
Professional Association

PLODZIK & SANDERSON*Professional Association/Accountants & Auditors*193 North Main Street • Concord • New Hampshire • 03301-5063 • 603-225-6996 • FAX-224-1380

*INDEPENDENT AUDITOR'S REPORT ON THE INTERNAL CONTROL
STRUCTURE BASED ON AN AUDIT OF GENERAL-PURPOSE
FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE
WITH GOVERNMENT AUDITING STANDARDS*

To the Members of the
Board of Selectmen
Town of Salem
Salem, New Hampshire

We have audited the general-purpose financial statements of the Town of Salem, as of and for the year ended December 31, 1996, and have issued our report thereon, which was qualified as indicated therein, dated February 28, 1997.

We conducted our audit in accordance with generally accepted auditing standards and *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the general-purpose financial statements are free of material misstatement.

The management of the Town of Salem is responsible for establishing and maintaining an internal control structure. In fulfilling this responsibility, estimates and judgments by management are required to assess the expected benefits and related costs of internal control structure policies and procedures. The objectives of an internal control structure are to provide management with reasonable, but not absolute, assurance that assets are safeguarded against loss from unauthorized use or disposition, and that transactions are executed in accordance with management's authorization and recorded properly to permit the preparation of general-purpose financial statements in accordance with generally accepted accounting principles. Because of inherent limitations in any internal control structure, errors or irregularities may nevertheless occur and not be detected. Also, projection of any evaluation of the structure to future periods is subject to the risk that procedures may become inadequate because of changes in conditions or that the effectiveness of the design and operation of policies and procedures may deteriorate.

In planning and performing our audit of the general-purpose financial statements of the Town of Salem for the year ended December 31, 1996, we obtained an understanding of the internal control structure. With respect to the internal control structure, we obtained an understanding of the design of relevant policies and procedures and whether they have been placed in operation, and we assessed control risk in order to determine our auditing procedures for the purpose of expressing our opinion on the general-purpose financial statements and not to provide an opinion on the internal control structure. Accordingly, we do not express such an opinion.

*Town of Salem**Independent Auditor's Report on the Internal Control Structure Based on an Audit of General-Purpose Financial Statements Performed in Accordance with Government Auditing Standards*

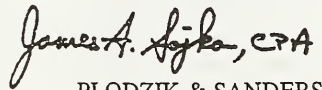
Our consideration of the internal control structure would not necessarily disclose all matters in the internal control structure that might be material weaknesses under standards established by the American Institute of Certified Public Accountants. A material weakness is a condition in which the design or operation of one or more of the specific internal control structure elements does not reduce to a relatively low level the risk that errors or irregularities in amounts that would be material in relation to the general-purpose financial statements being audited may occur and not be detected within a timely period by employees in the normal course of performing their assigned functions. We noted no matters involving the internal control structure and its operations that we consider to be material weaknesses as defined above.

UPDATE OF PRIOR RECOMMENDATIONS

We have been commenting for sometime regarding the lack of a fixed asset group of accounts. Management has advised that commencing in 1997, a formal appraisal of the Town's fixed assets will be conducted and a fixed asset accounting system implemented.

This report is intended for the information of management. However, this report is a matter of public record, and its distribution is not limited.

February 28, 1997



PLODZIK & SANDERSON
Professional Association

STATEMENT OF APPROPRIATION
1997

PURPOSES OF APPROPRIATIONS

GENERAL GOVERNMENT:

Executive	230,617
Election, Registration	236,259
Financial Administration	945,548
Legal Expense	114,800
Personnel Administration	338,366
Planning and Zoning	217,375
General Government Building	202,416
Cemeteries	319,981
Insurance	299,955
Other General Government	321,528

PUBLIC SAFETY:

Police Department	4,719,437
Fire Department	4,546,851
Building Inspection	261,478
Outside Detail	663,376

HIGHWAYS AND STREETS:

Highways and Streets	2,028,579
Street Lighting	341,408

SANITATION:

Solid Waste Disposal	835,135
Sewage Collection & Disposal	2,276,703

WATER DISTRIBUTION & TREATMENT:

Water Services	2,211,608
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HEALTH:

Health Department	81,967
Animal Control	78,159

WELFARE:

Direct Assistance	234,573
Outside Human Services	113,566

CULTURE AND RECREATION:

Library	976,830
Parks and Recreation	218,754
Patriotic Purposes	14,200
Elder Services	129,639

DEBT SERVICE:

Principal of Long-Term Bonds	687,993
Interest of Long-Term Bonds	264,158
Interest-Tax Anticipation	209,250

CAPITAL OUTLAY:

Capital Improvements	623,425
Special Articles	599,876

OPERATING TRANSFERS OUT:

Capital Reserve Funds	1,522,045
Capital Projects Fund	229,668
Special Revenue Funds	5,140
Expendable Trust Funds	70,000

Total Appropriations	<u>27,170,663</u>
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SOURCES OF REVENUE

TAXES:

Land Use Change Tax	10,000
Resident Taxes	203,730
Yield Taxes	2,682
Payment in Lieu of Taxes	25,000
Other Taxes	9,450
Interest & Penalties on Taxes	298,426

LICENSES, PERMITS AND FEES:

Business Licenses and Permits	176,430
Motor Vehicle Permits	3,100,000
Building Permits	105,300
Other Licenses, Permits & Fees	198,550

FROM STATE:

Shared Revenue-Block Grant	469,404
Highway Block Grant	423,015
Water Pollution Grants	92,942
Other	266,739

CHARGES FOR SERVICES:

Income from Departments	967,239
Outside Details	662,936

MISCELLANEOUS REVENUES:

Interest on Investments	400,000
Sale of Town Property	10,000
Other	502,142

INTERFUND OPERATING TRANSFERS:

Income from Sewer Fund	2,216,551
Income from Water Fund	2,211,608
Income from Special Revenue Funds	5,140
Income from Capital Projects Fund	229,668

Fund Balance	349,849
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Total Revenues and Credits	<u>12,936,801</u>
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GENERAL FUND

STATEMENT OF EXPENDITURES

1997

Selectmen	44,753
District Court	47,414
Town Manager	169,920
Legal	89,621
Human Resources	272,687
Employee Benefits	410,258
Boards and Committees	26,261
Municipal Buildings	172,779
Finance	377,795
Information Services	228,359
Assessing	197,123
Town Clerk	210,237
Elections	24,668
Tax Collector	132,402
Debt Services	1,089,430
Insurance	278,370
Community Development	17,972
Engineering	180,592
Planning	131,048
Inspections	240,893
Health	80,534
Capital Projects	90,431
Police Department	4,582,706
Fire Department	4,251,149
Animal Control	74,525
Public Works	2,988,619
Lighting	346,934
Welfare	219,739
Outside Human Services	0
Recreation	200,095
Elder Services	138,490
Youth Services	48,719
Library	957,414
Community Contributions	13,740
Capital Improvements	551,926
Special Articles	1,994,422
Outside Details	775,794
School District	23,765,954
County Tax	<u>2,323,956</u>
	47,747,729
Grants/Donations	<u>9,619</u>
TOTAL	<u><u>47,757,348</u></u>

GENERAL FUND

COMPARATIVE STATEMENT OF APPROPRIATIONS
1997

	Budget	Expended	Encumbered	Balance
Selectmen	42,717	0		42,717
District Court	50,114	44,753		5,361
Town Manager	158,008	47,414		110,594
Legal	114,800	169,920		(55,120)
Human Resources	157,896	89,621	841	67,434
Employee Benefits	180,470	272,687		(92,217)
Boards and Committees	29,892	410,258		(380,366)
Municipal Buildings	202,416	26,261	75,956	100,199
Finance	374,330	172,779		201,551
Information Services	229,288	377,795	1,969	(150,476)
Assessing	202,713	228,359	4,000	(29,646)
Town Clerk	211,618	197,123	166	14,329
Elections	24,641	210,237		(185,596)
Tax Collector	139,217	24,668		114,549
Debt Services	1,161,401	132,402		1,028,999
Insurance	299,955	1,089,430		(789,475)
Community Development	45,250	278,370		(233,120)
Engineering	200,866	17,972	7,271	175,623
Planning	137,125	180,592	6,092	(49,559)
Inspections	261,478	131,048		130,430
Health	81,967	240,893		(158,926)
Capital Projects	0	80,534		(80,534)
Police Department	4,719,437	90,431	1,849	4,627,157
Fire Department	4,546,851	4,582,706	111,806	(147,661)
Animal Control	78,159	4,251,149		(4,172,990)
Public Works	3,183,695	74,525	19,092	3,090,078
Lighting	341,408	2,988,619		(2,647,211)
Welfare	234,573	346,934	1,517	(113,878)
Outside Human Services	0	219,739		(219,739)
Recreation	216,654	0	100	216,554
Elder Services	129,639	200,095	600	(71,056)
Youth Services	70,548	138,490		(67,942)
Library	976,830	48,719	11,746	916,365
Community Contributions	14,200	957,414		(943,214)
Capital Improvements	733,425	13,740	170,115	549,570
Special Articles	2,232,587	551,926	74,993	1,605,668
Outside Details	663,376	1,994,422		(1,331,046)
Grants/Donations	16,030	0		16,030
	22,463,574	20,882,025	488,113	1,093,436
Prior Year Encumbrances	156,237	144,814		11,423
	22,619,811	21,026,839	488,113	1,104,859
School & County	26,089,910	26,089,910		0
TOTAL	48,709,721	47,116,749	488,113	1,104,859

GENERAL FUND

STATEMENT OF RECEIPTS

1997

Property Tax-Current Year	38,313,236	Tattoo Parlor Licenses	3,450
Property Tax-Prior Years	1,905,592	Food Code Manual	185
Overlay	(250,524)	Massage Licenses	1,260
Resident Tax-Current Year	163,030	Other Health Dept. Licenses	245
Resident Tax-Prior Years	16,082	Police Alarm Permits	1,210
National Bank Stock Tax	0	Pistol Permits	1,380
Boat Tax	11,592	Police Reports	9,975
Land Use Change Tax	10,000	Outside Detail-Police	760,911
Yield Tax	3,761	Police Alarms	11,775
Interest on Taxes	366,477	Parking Fines	4,050
Resident Tax Penalties	2,059	Other Police Income	6,356
Miscellaneous Tax Charges	316	Witness Fees	16,956
NH Shared Revenue	1,033,515	Ambulance Fees	388,060
Railroad Tax	1,332	Other Fire Income	21,511
Highway Block Grant	423,015	Outside Detail-Fire	14,883
Civil Defense	10,053	Cemetery Lots	13,940
Highway Safety	16,337	Cemetery Openings	29,025
Water Pollution Projects	32,790	Maps-Engineering	4,152
Other Governmental Revenue	207,205	Recycling	0
Trotting and Racing Fees	132,300	Landfill Permits	53,005
Sunday Sales	18,951	Animal Control Fees	1,711
Cable Franchise Fee	0	Other Public Works Income	200
Other Business Licenses	1,181	Landfill Tonnage Charges	65,425
Elections and Registration	491	Landfill Interest	291
Public Hearings	5,905	Scrap Metal	560
Maps, Copies, Etc.	4,020	Welfare Charges	7,302
Land Use Ordinance	1,316	Welfare Liens	(19,753)
Community Profile	0	Recreation Charges	88,234
Development Handbook	5	Library Fees	14,535
Master Plan	10	Rockingham Nutrition	3,318
Planning Board	18,442	Sewer Administration Charges	47,000
Auto Permits	3,176,942	Water Administration Charges	91,000
Title Fees	12,418	Interest Earnings	405,282
Marriage Licenses	22,451	Trust Fund Income	22,340
Dog Licenses	22,550	Rent of Town Property	8,869
Civil Forfeiture	2,550	Court House Lease	277,070
UCC Filings	20,966	Court Fines	8,157
Certified Copies	8,182	Return-Comp. Programs	182,310
Recording & Other	381	Payment in Lieu of Taxes	27,999
Miscellaneous Clerk Fees	890	Sale of Town Property	94,144
Building Permits	146,187	Sale of Town Histories	75
Electrical Permits	18,820	Other Financing Sources	46,640
Plumbing Permits	6,617	Miscellaneous Revenues	88,249
Other Inspection Permits	2,768	Interfund Transfer	19,363
WSPCC Permits	3,530	Use of Fund Balance	349,849
Food Service Licenses	23,673	Grants/Donations	9,368
		Bond Proceeds	0

 49,099,281

GENERAL FUND

COMPARATIVE STATEMENT OF RECEIPTS

1997

	Estimated	Actual	Excess (Deficit)
TAXES			
Property Tax-Current Year	40,034,387	38,313,236	(1,721,151)
Property Tax-Prior Year		1,905,592	1,905,592
Overlay	(246,942)	(250,524)	(3,582)
Land Use Change Tax	10,000	10,000	0
Resident Tax-Current Year	201,630	163,030	(38,600)
Resident Tax-Prior Year	2,100	16,082	13,982
Yield Taxes	2,682	3,761	1,079
Payment in Lieu of Taxes	25,000	27,999	2,999
Other Taxes	9,450	11,592	2,142
Interest & Penalties	298,426	368,536	70,110
LICENSES, PERMITS AND FEES			
Business Licenses & Permits	176,430	179,879	3,449
Motor Vehicle Permit Fees	3,100,000	3,176,942	76,942
Building Permits	105,300	174,392	69,092
Other Licenses, Permits & Fees	198,550	116,846	(81,704)
FROM STATE			
Shared Revenue	1,033,515	1,033,515	0
Highway Block Grant	423,015	423,015	0
Water Pollution Grants	32,790	32,790	0
Other	266,739	234,927	(31,812)
CHARGES FOR SERVICES			
Income from Departments	967,239	977,848	10,609
Outside Details	662,936	775,794	112,858
MISCELLANEOUS REVENUES			
Sale of Municipal Property	10,000	94,144	84,144
Interest on Investments	400,000	427,622	27,622
Other	502,142	523,046	20,904
Use of Fund Balance	349,849	349,849	0
Grants/Donations		9,368	9,368
	<u>48,565,238</u>	<u>49,099,281</u>	<u>534,043</u>

TAXES ASSESSED **1997**

TAX RATE COMPUTATION

Total Town Appropriations	27,170,663
Total Revenues and Credits	(12,936,801)
Special Adjustment	<u>(19,433)</u>
Net Town Appropriations	14,214,429
Net School Tax Assessment	23,813,042
County Tax Assessment	<u>2,323,956</u>
Total Town, School and County	40,351,427
Business Profits Tax Reimbursement	(563,982)
War Service Credits	192,900
Overlay	<u>246,942</u>
Property Taxes to be Raised	<u><u>40,227,287</u></u>

<u>VALUATION</u>	<u>TAX RATE</u>	<u>TAXES TO BE RAISED</u>
\$805,189,910	\$49.96	\$40,227,287

SEWER FUND

Purpose	Approp. 1997	Prior Years Carry-Over	Expended	Encumbered	Balance + (-)
Personnel Services	149,481		147,235		2,246
Supplies	4,965		4,375		590
Services & Other Charges	1,640,890	132	1,643,374	1,300	(3,652)
Special Articles	481,367		411,193	42,825	27,349
Total	2,276,703	132	2,206,177	44,125	26,533
	Approp. 1997	Received			Balance
Revenue	2,276,703	1,991,568			(285,135)

WATER FUND

Purpose	Approp. 1997	Prior Years Carry-Over	Expended	Encumbered	Balance + (-)
Personnel Services	543,750		487,063		56,687
Supplies	21,860		17,022	1,499	3,339
Services & Other Charges	1,468,898	3,735	1,422,411	13,772	36,450
Capital	177,100		118,062	27,012	32,026
Total	2,211,608	3,735	2,044,558	42,283	128,502
	Approp. 1997	Received			Balance
Revenue	2,211,608	2,384,999			173,391

RECREATION FUND

<u>Purpose</u>	<u>Approp. 1997</u>	<u>Prior Years Carry-Over</u>	<u>Expended</u>	<u>Encumbered</u>	<u>Balance + (-)</u>
Services & Other Charges	5,140		4,048		1,092
Total	5,140		4,048		1,092
	<u>Approp. 1997</u>	<u>Received</u>			<u>Balance</u>
Revenue	5,140	3,235			(1,905)

CAPITAL PROJECTS FUND 1997

Purpose	Approp. 1997	Prior Years Carry-Over	Expended	Encumbered	Balance + (-)
Water Treatment Plant		201,608			201,608
Road Improvements		174,060	174,060		0
Arlington Pipeline		530,652	261,318	2,754	266,580
Total	0	906,320	435,378	2,754	468,188

Cash on hand 1/1/97	734,691
Receipts: Interest	31,966
Interfund Transfer	400,000
Bond Proceeds	0
Payments	(601,926)
Cash on hand 12/31/97	564,731

CONSERVATION COMMISSION 1997

Cash on hand 1/1/97	144,649
Receipts: Interest	6,556
Land Use Change Tax	5,000
Spicket River Clean-Up	614
Payments	(59,300)
Cash on hand 12/31/97	97,519

**STATEMENT OF TOWN DEBT
FOR THE YEAR ENDING DECEMBER 31, 1997**

ISSUE DATE	AMOUNT ORIGINAL ISSUE	INTEREST RATE	FINAL PAYMENT	1/1/97 OUTSTANDING DEBT	RETIRED DURING YEAR	NEW ISSUES	OUTSTANDING PRINCIPAL 12/31/97	PRINCIPAL DUE 1998	PAYMENTS SUBSEQUENT YEARS
WATER BONDS									
1967	200,000	4.40	09/15/97	5,000	5,000		0	0	0
1978	780,000	6.18	12/01/98	70,000	35,000		35,000	35,000	0
1982	250,000	9.05	12/01/97	13,200	13,200		0	0	0
1985	600,000	9.20	03/01/05	286,571	36,618		249,953	36,176	213,777
1986	1,250,000	8.80	07/15/01	400,000	80,000		320,000	80,000	240,000
1987	92,782	7.40	01/15/08	54,982	3,400		51,582	3,400	48,182
1990	250,000	6.90	07/15/00	100,000	25,000		75,000	25,000	50,000
1994	4,500,000	5.83	05/15/14	4,050,000	225,000		3,825,000	225,000	3,600,000
1996	2,900,000	5.7126	08/15/16	2,900,000	65,000		2,835,000	85,000	2,750,000
	10,822,782			7,879,753	488,218	0	7,391,535	489,576	6,901,959
SEWER BONDS									
• 1967	500,000	4.20	09/15/97	10,000	10,000		0	0	0
1978	450,000	6.18	12/01/98	40,000	20,000		20,000	20,000	0
• 1982	600,000	9.05	12/01/97	25,760	25,760		0	0	0
1985	6,200,000	9.20	03/01/05	2,958,429	378,382		2,580,047	373,824	2,206,223
• 1987	2,207,218	7.08	01/15/08	1,300,018	111,600		1,188,418	111,600	1,076,818
	9,957,218			4,334,207	545,742	0	3,788,465	505,424	3,283,041
MUNICIPAL BONDS									
1982	2,100,000	9.05	12/01/97	93,120	93,120		0	0	0
1995	980,000	5.2483	08/15/05	880,000	100,000		780,000	100,000	680,000
1995	325,000	5.2469	08/15/00	260,000	65,000		195,000	85,000	130,000
	3,405,000			1,233,120	258,120	0	975,000	185,000	810,000
HIGHWAY BONDS									
1982	150,000	9.05	12/01/97	7,920	7,920		0	0	0
1994	1,650,000	5.43	08/15/04	1,320,000	185,000		1,155,000	185,000	990,000
1994	200,000	5.70	08/15/99	120,000	40,000		80,000	40,000	40,000
	2,000,000			1,447,920	212,920	0	1,235,000	205,000	1,030,000
TOTALS	26,185,000			14,895,000	1,505,000	0	13,390,000	1,365,000	12,025,000

* Partial or full payments of principal and interest guaranteed by State of New Hampshire

Results of.....

1 9 9 7

B A L L O T

R E S U L T S

A N D

A R T I C L E

R E S U L T S

TOTAL VOTERS - 16,691 NUMBER WHO VOTED - 2,752

ABSENTEE BALLOTS CAST - 59 AVERAGE TIME TO VOTE - App. 2-3 minutes

SAMPLE BALLOT



OFFICIAL BALLOT
ANNUAL TOWN AND
SCHOOL DISTRICT ELECTION
SALEM, NEW HAMPSHIRE
MARCH 11, 1997

Michael J. Carney
MICHAEL J. CARNEY,
SCHOOL DISTRICT CLERK
Barbara M. Lessard
BARBARA M. LESSARD, TOWN CLERK

INSTRUCTIONS TO VOTERS

- A. To vote, complete the arrow(s) pointing to your choice(s), like this:
B. Follow directions as to the number of candidates to be marked for each office.
C. To vote for a person whose name is not printed on the ballot, write the candidate's name on the line provided and complete the arrow.

SCHOOL DISTRICT
FOR SCHOOL BOARD
MEMBER

THREE Years Vote for TWO
PAMELA R. BERRY 1438
DOUGLAS GRIFFIN 506
ROBERT B. HARRIS 264
EDWARD W. HUMINICK 353
FRED A. KRUSE 1204
SUSAN A. LANE 967

13 (Write-In)

FOR SCHOOL BOARD
MEMBER

TWO Years Vote for ONE
BERNARD H. CAMPBELL 2168
51 (Write-In)

ARTICLE 2

Shall we adopt the provisions of RSA 40:13 to allow official voting on all issues before the School District?

3/5 = 1483

1486

YES

985

NO

TOWN OFFICES
FOR SELECTMAN

THREE Years Vote for TWO
ROBERT L. ELLIS 1134
JOSEPH W. GAGNON 926
"CHUCK" MORSE 1854
BRENDA SACK 979

10 (Write-In)

FOR BUDGET COMMITTEE
MEMBER

THREE Years Vote for TWO
STEPHEN CAMPBELL 1818
JOSEPH JAMES COMFORTI 1698
48 (Write-In)

FOR BUDGET COMMITTEE
MEMBER

ONE Year Vote for ONE
ROLAND L. MAHER 1995
23 (Write-In)

FOR TOWN TREASURER

TWO Years Vote for ONE
JOHN SYTEK 2069
18 (Write-In)

FOR TRUSTEE OF TRUST
FUNDS

THREE Years Vote for ONE
TERRENCE GERLICH 1920
15 (Write-In)

FOR LIBRARY TRUSTEE

THREE Years Vote for ONE
ROSEMARIE HARTNETT 2081
22 (Write-In)

ARTICLE 2

Shall a Charter Commission be established for the purpose of establishing a new municipal charter?

1180 YES

1137 NO

ZONING ARTICLES

ARTICLE #3

Are you in favor of the adoption of Amendment No. 1 as proposed by the Planning Board to the Town Zoning Ordinance as follows? (This amendment would require a 100' wide natural buffer area between any designated Prime Wetland and any new development, with certain exemptions.)

1955

NO 651

ARTICLE #4

Are you in favor of the adoption of Amendment No. 2 as proposed by the Planning Board to the Town Zoning Ordinance as follows? (This amendment would revise the Sign Ordinance by reducing the area of freestanding signs which qualify for a reduced setback.)

1640

YES 866

ARTICLE #5

Are you in favor of the adoption of Amendment No. 3 as proposed by the Planning Board to the Town Zoning Ordinance as follows? (This amendment would revise the Sign Ordinance by reducing the maximum height of freestanding signs from 25' to 20'.)

1813

YES 716

ARTICLE #6

Are you in favor of the adoption of Amendment No. 4 as proposed by the Planning Board to the Town Zoning Ordinance as follows? (This amendment would regulate residential exterior lighting which may constitute a nuisance.)

1529

YES 1018

ARTICLE #7

Are you in favor of the adoption of Amendment No. 5 as proposed by the Planning Board to the Town Zoning Ordinance as follows? (This amendment would adopt a Residential Growth Limitation Ordinance which restricts the number of permits for new dwellings to 130 per year and to 20 permits for any one subdivision per year, with certain exemptions.)

2102

YES 502

ARTICLE #8

Are you in favor of the adoption of Amendment No. 6 as proposed by petition of the voters of this town? (The amendment would adopt a School Impact Fee Ordinance which requires the payment of a school facilities impact fee for new dwelling units, with provisions on the computation, payment, and administration of school impact fees, as well as appeals.) The Planning Board disapproves this amendment.

1495

YES 1051

1997 ANNUAL TOWN MEETING RESULTS

ARTICLE 9:	EXTEND SEWER LINE - CANOBIE LAKE	\$100,000 PASSED
ARTICLE 10:	PUBLIC SAFETY DISPATCH CONVERSION	\$414,000 DEFEATED
ARTICLE 11:	RESCIND 1995 BOND AUTHORIZATION- TURNER WELL	PASSED
ARTICLE 12:	RE-APPROPRIATE 1994 BOND BALANCE WATER TREATMENT PLANT	\$201,607 TABLED
ARTICLE 13:	AUTHORIZE CAPITAL PROJECTS FUND BOND INTEREST EXPENDITURE	\$55,608 PASSED
ARTICLE 14:	TOWN OPERATING BUDGET	\$24,130,467 PASSED
ARTICLE 15:	FUND PUBLIC WORKS DEPT UNION CONTRACT	\$46,160 PASSED
ARTICLE 16:	FUND UNAFFILIATED EMPLOYEES COMPENSATION CHANGES	\$34,560 PASSED
ARTICLE 17:	FUND KELLEY LIBRARY EMPLOYEES COMPENSATION CHANGES	\$13,646 PASSED
ARTICLE 18:	ELDERLY EXEMPTION	PASSED
ARTICLE 19:	ELECTION WORKERS EXCLUSION	PASSED
ARTICLE 20:	OUTSIDE HUMAN SERVICES AGENCIES	\$108,740 PASSED
ARTICLE 21:	OUTSIDE HUMAN SERVICES AGENCY ADD ROCKINGHAM NUTRITION - MEALS ON WHEELS	\$4,826 PASSED
ARTICLE 22:	ESTABLISH EXPENDABLE TRUST FUND PUBLIC ACCESS TELEVISION	\$60,000 PASSED
ARTICLE 23:	ADOPT RSA 31:19 - AUTHORIZE SELECTMEN TO ACCEPT TRUST FUNDS	PASSED
ARTICLE 24:	ACCEPT ADDITIONS TO EXISTING TRUST FUNDS	PASSED
ARTICLE 25:	MOBILE DATA TERMINALS AND DETECTIVE BUREAU CLERK GRANT	\$108,544 PASSED

ARTICLE 26:	AUTHORIZE LEASE/PURCHASE - PUBLIC WORKS VEHICLES	\$114,399 PASSED
ARTICLE 27:	STREET SWEEPING PROGRAM	\$118,240 PASSED
ARTICLE 28:	LANDFILL CLOSURE PLAN	\$60,000 PASSED
ARTICLE 29:	HAZARDOUS MATERIAL TESTS AT OLD SEWER TREATMENT PLANT	\$35,000 PASSED
ARTICLE 30:	SEWER INFLOW AND INFILTRATION ANALYSIS	\$30,000 PASSED
ARTICLE 31:	OPEN QUESTION TO THE MEETING CHIP SEAL VS. HOT TOP	PASSED
ARTICLE 32:	RE-APPROPRIATE 1994 ROAD PROJECTS BOND BALANCE	\$174,060 PASSED
ARTICLE 33:	PAVE GROVE AVENUE	\$9,000 TABLED
ARTICLE 34:	ROAD IMPROVEMENTS - FUNDED 100% BY SEWER FUND SURPLUS	\$134,075 PASSED
ARTICLE 35:	ROAD IMPROVEMENTS - FUNDED 50% BY SEWER SURPLUS; 50% BY PROPERTY TAXES	\$364,585 PASSED
ARTICLE 36:	ROAD IMPROVEMENTS - ROADWAY CAPITAL RESERVE FUND	\$240,045 PASSED
ARTICLE 37:	ROADWAY IMPROVEMENTS - ROADWAY CAPITAL RESERVE FUND	\$1,172,000 PASSED
ARTICLE 38:	ROAD IMPROVEMENTS - ROADWAY CAPITAL RESERVE FUND	\$830,000 TABLED
ARTICLE 39:	LAKE AREAS INTEGRATED INFRASTRUCTURE PLAN	\$35,000 PASSED
ARTICLE 40:	SIDEWALK GRANT LOCAL MATCH- FREEDOM DRIVE TO GEREMONTY DRIVE	\$16,400 PASSED
ARTICLE 41:	ESTABLISH EXPENDABLE TRUST FUND- SIDEWALKS	\$7,500 PASSED
ARTICLE 42:	ESTABLISH CAPITAL RESERVE FUND- SEWER SYSTEM	\$200,000 TABLED

ARTICLE 43:	ESTABLISH CAPITAL RESERVE FUND- WATER SYSTEM	\$100,000 TABLED
ARTICLE 44:	RECREATION CAPITAL RESERVE FUND	\$5,000 TABLED
ARTICLE 45:	ESTABLISH EXPENDABLE TRUST FUND- SNOW MANAGEMENT	\$1.00 TABLED
ARTICLE 46:	ESTABLISH EXPENDABLE TRUST FUND- FIRE EMPLOYEE SICK BANK LIABILITY	\$45,000 TABLED
ARTICLE 47:	ESTABLISH EXPENDABLE TRUST FUND- EMPLOYMENT SEPARATION LIABILITY	\$20,000 TABLED
ARTICLE 48:	ESTABLISH EXPENDABLE TRUST FUND - 250 ANNIVERSARY CELEBRATION	\$2,500 PASSED
ARTICLE 49:	FUND 250 ANNIVERSARY CELEBRATION	\$25,000 TABLED
ARTICLE 50:	ADD AND FUND NEW STREET LIGHTS	\$1,008 PASSED
ARTICLE 51:	STREET LIGHTS ON JAMIL LANE	\$1,200 PASSED
ARTICLE 52:	RATIFY COMMUNICATION LEASE	PASSED
ARTICLE 53:	AMEND CHAPTER 214 - LICENSING ORDINANCE	PASSED
ARTICLE 54:	ADOPT RSA 41:14-b - ADOPTION AND AMENDMENT OF TOWN CODES AND ORDINANCES	PASSED
ARTICLE 55:	ALLOW LIBRARY TRUSTEES TO ACCEPT GIFTS OF PERSONAL PROPERTY	PASSED
ARTICLE 56:	DEVELOP TWO REGULATION SIZE SOCCER FIELDS	PASSED
ARTICLE 57:	FUNDING FOR RECREATION FIELD UPKEEP	\$2,100 PASSED
ARTICLE 58:	RESCIND ADOPTION OF THE MUNICIPAL BUDGET LAW	TABLED
ARTICLE 59:	FUND STREET LIGHTS	TABLED
ARTICLE 60:	VIEWS OF CITIZENS RELATIVE TO RESIDENTIAL GROWTH	DEFEATED
ARTICLE 61:	PURCHASE TOWN-OWNED LAND	DEFEATED

ARTICLE 62:	ADD FOUR PARAMEDICS TO SALEM FIRE DEPARTMENT	\$17,600 TABLED
ARTICLE 63:	RESCIND PROVISION OF RSA 31:59-a - ESTABLISHMENT CENTRAL PURCHASING DEPARTMENT	PASSED

**THIS IS A TRUE COPY OF THE RESULTS OF THE 1997 SALEM TOWN MEETING
HELD ON MARCH 15 AND 22, 1997.**

ATTEST:

**BARBARA M. LESSARD
TOWN CLERK**

TOWN OF SALEM NEW HAMPSHIRE

EMERGENCY NUMBERS:

Ambulance	911
Fire	911
Police	911
Crime Line	893-6600
Emergency Management Center	890-2210

DEPARTMENT NUMBERS:

General Information	890-2000
Board of Selectmen	890-2128
Town Manager	890-2120
Assessing Department	890-2010
Building Department (Permits & Inspections)	890-2020
Capital Projects Management	890-2033
Community Development	890-2020
Engineering Department	890-2030
Finance Department	890-2040
Fire Department (Non-Emergency)	890-2200
Health Department (Permits & Inspections)	890-2050
Human Resources Department (Personnel)	890-2070
Human Services Department (Public Assistance)	890-2130
Planning Department	890-2080
Police Department (Non-Emergency)	893-1911
Animal Control	890-2390
Public Works Department	
General Information	890-2150
Transfer Station	890-2164
Water Treatment Plant	890-2171
Cemeteries & Parks	890-2180
Purchasing Department	890-2090
Recreation Department	890-2140
Senior Citizens Center (Elderly Services)	890-2190
Tax Collection	890-2100
Town Clerk	890-2110

OTHER IMPORTANT NUMBERS:

District Court	893-4483
Fuel Assistance	898-8435
Housing Authority	893-6417
Kelley Library	898-7064
Museum	890-2280
Field of Dreams Park & Playground	893-6344
New Hampshire Registry of Motor Vehicles (<i>Information Message Only</i>)	893-8734

School Department:

Superintendent of Schools	893-7040
Barron School	893-7067
Mary Fisk School	893-7051
Walter Haigh School	893-7064
Lancaster School	893-7059
North Salem School	893-7062
Soule School	893-7053
Woodbury School	893-7055
Salem High School	893-7069

THESE NEW
WINDOW UNITS
ARE NOT TO
BE INCLUDED
IN THIS CONTRACT

CONFERENCE
026

CORRIDOR
026

RECREATION
027

EXISTING
CARPET

NEW
CARPET

CORRIDOR
028

118

AUTO HOLD-OPEN
SMOKE DETECTOR
ACTIVATED

EVC